

Nation's BUSINESS

OCTOBER · 1949





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Amazing new "Power Plus" Studebaker trucks revolutionize medium-duty hauling!

New pulling power! New staying power! New horsepower! New high torque!



Streamlined ½-ton, ¾-ton and 1-ton Studebakers are available with standard pick-up and stake bodies or as chassis for special bodies. All Studebaker trucks have new "lift-the-hood" accessibility for quick, easy servicing—and a long list of conveniences and comforts that drivers appreciate.

STUDEBAKER has added new luster to its reputation for America's most progressive truck designing.

Studebaker offers economy-minded truck users a sensational improvement in medium-duty trucks—the new 16A and 17A series.

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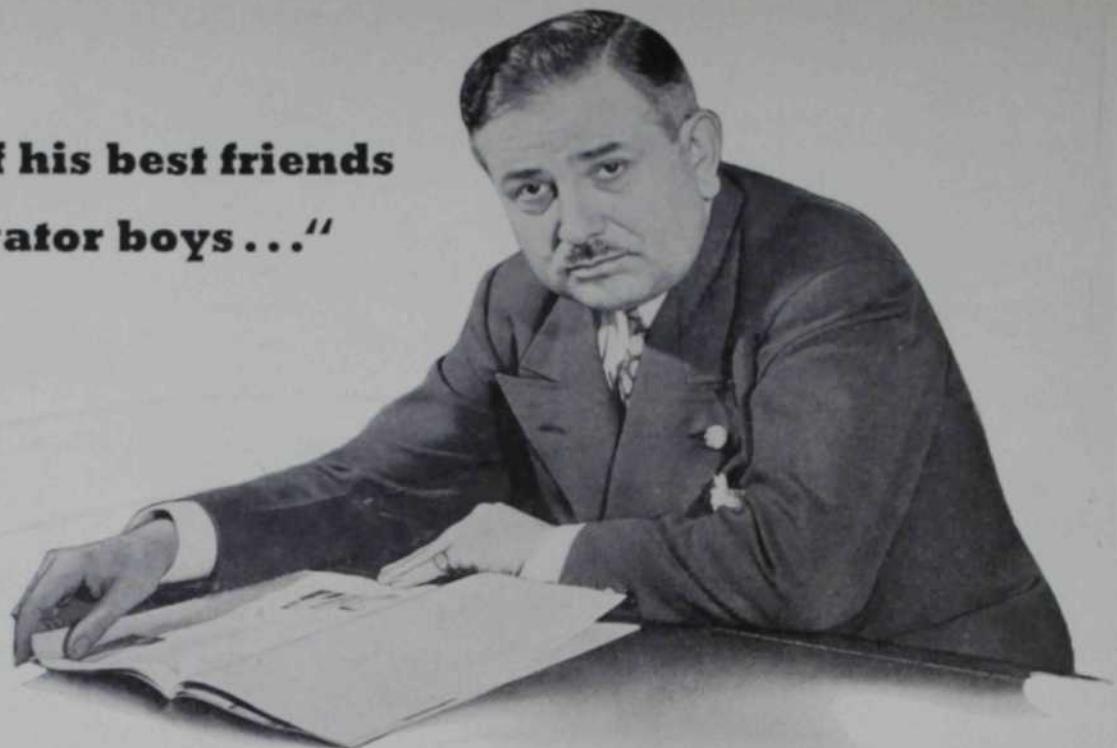
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"From now on, the man at the top will be the man who can sell!" says RCA's president. By selling, he means "making sure the customer is properly taken care of" ... and Frank Folsom has spent a business lifetime in learning how.

He started at sixteen in a Portland (Ore.) department store, moved to Hale's in San Francisco as an assistant buyer ... made his reputation at Montgomery Ward's during the Depression, when he reversed policy from lower prices to higher quality, tripled volume in five years!

Picked by David Sarnoff to head sales for the Radio Corporation of America, Frank Folsom is credited with sparking the television set industry ... answers his own phone ... and "some of his best friends are elevator boys"! What he has to say is worth the attention of every business man today ... so don't miss "The Man At The Top Is The Man Who Can Sell," by Dickson Hartwell ...

Note in next NB...

ROOSEVELT II... Like FDR, Frank has his father's gift of gab, never forgets a face or name, and politics is in his blood ... Read "Roosevelt, Jr.—How Big a Chip?" by Henry F. Pringle.

VET LOANS... Army surveys estimated 957,000 vets would make loans for business—but only 118,000 applied, and 91% were approved ... See "What Happened to the G. I. Loans?" by Stanley Frank.

ALSO "Wooring the Male Shopper," by Tom Mahoney, "Better Phone Manners," by Don Wharton, "The Farm Is a Factory," by John L. McCaffrey, Herbert Corey's "The Finest Job in the World" ... and other timely articles for the business man.

—next month in Nation's Business



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CIRCULATION OF THIS ISSUE 660,000

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Is there a map of the U.S. on your office wall?

If so, let's take a serious look at it. Big country, isn't it? Too big, in fact, to successfully serve it all from one single location.

Now look down to midway of the eastern half. That's Tennessee. Note how it extends from the Appalachians to the Mississippi and is equidistant from the Great Lakes to the Gulf. Logically situated for distribution points to the fast growing markets in both the Southeast and the Southwest.

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About Our AUTHORS

A PSYCHOLOGIST since he received his Ph. D. from Yale University in 1916, **HENRY C. LINK** has been closely associated with the business world for most of his career. After working successively for the United States Rubber Company, Lord & Taylor's and Gimbel's, he



BLACKSTONE STUDIOS

joined the Psychological Corporation as secretary and treasurer in 1931. The following year he originated the organization's Psychological Barometer, which he directs and which is one of the oldest continuous polls of public opinion and buying habits in existence.

A vice president of the corporation today, Link finds time to turn out a book every now and then. His latest, "The Rediscovery of Morals," was a selection of the Executive Book Club. Dealing with the conflicts between Jews and Gentiles, Whites and Negroes, unions and management, communists and noncommunists, Link's writings have been directly responsible for some important policy changes in a number of companies around the country.

AFTER a varied life for many years as a sports reporter with the New York American and New York Journal-American, **PAUL GARDNER** shifted five years ago to radio, television and free-lance magazine writing. He wrote and produced the Al Schacht sports show, both for radio and television, while contributing articles and an occasional short story to many of the top magazines. He has also done a great deal of work for the "We, The People" radio program.

As with most newspapermen, Gardner has had his flings at publicity. He handled the New York

end for the Pan-American Exposition in Dallas; the American Olympic track and field tryouts in 1936; and was magazine contact editor for the American Broadcasting Company a few years ago.

He has a son who will be eight this month and who would rather be a Dodger regular than President. Incidentally, like a good many sports writers, Gardner would rather watch a sport than be an active participant.

THOUGH he has written a prodigious amount of fiction since he left his job as manager of the publicity department of the Oregon State Chamber of Commerce (now defunct) to become a professional writer, **ROBERT ORMOND CASE** has also turned out many factual articles relating to the economy of the Pacific Northwest. In fact, he is considered in some circles as something of an authority on the region's timber resources.

His interest in the proposals for a Columbia Valley Authority was aroused a few years ago when he served for a term as chairman of the research committee of the Portland City Club—an influential organization whose membership includes some 800 of the city's leading business and professional men. It was at this time that he became aware of—and annoyed at—the ideology back of the regional authority movement. So when CVA emerged as a national issue this year he volunteered as an opposition speaker and made 16 major addresses. His efforts in this behalf, he says, are "solely as a citizen. I enjoy it. It's a hobby and will remain so until the question is disposed of."



WONG STUDIO



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*Section of model roof is tested
in laboratory for flame-resistance*

THE scientist and the insurance expert work together in a constant struggle to protect lives and property from the fury of fire. Their combined resources of skill and knowledge are making remarkable advances in limiting fire's power to destroy.

Battle of the Laboratory

The battle to lower fire costs moves closer to victory each time the scientist invents new weapons. Already he has developed flame-proof clothing, fire-resistant paint, fire-retardant building materials, new and better fire-fighting methods. And still the laboratory work goes on—because, with all the progress that's been made, fire still takes a tragic toll in life and property.

Job for an Expert

While scientists are working every day to lessen fire losses, America's top experts in the field of fire insurance are carefully checking, studying and analyzing fire causes, recording each type of cause and passing along their verified findings to the scientist to help him work out more

defensive measures. It's the insurance expert's job as well to help with the never ending task of educating people in the commonest causes of fire.

Planned Protection Counts

The insurance man knows that the more thoroughly we understand the causes of fire, the less likely we are to commit the careless or the thoughtless act which makes a fire possible. But the insurance man *also* knows that all the personal care in the world can't take the place of well-planned insurance for property protection. So he has the double responsibility of trying to see, first, that property owners never suffer a disastrous or destructive fire, and second, that if fire *does* occur, the loss is covered by insurance. In working out new types of coverage, in helping to provide the broadest possible safeguard against financial loss resulting from property damage, the insurance expert is a full partner and a potent ally in the never ending struggle to beat down fire losses—to give greater safety through better-planned protection.

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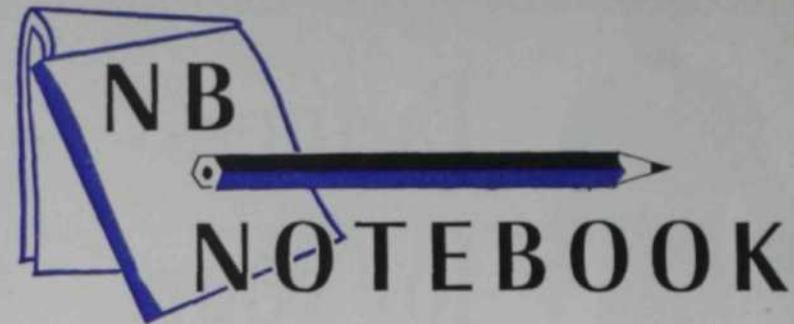
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Industry spending

INDUSTRY spent more than \$19,000,000,000 on new plants and equipment in 1948 and so far this year the expenditures have held up surprisingly well. The first half, in fact, showed a gain in spite of the downturn in business and especially the slump in business confidence.

Generally, the figures for this major prosperity prop are highest in the final quarter of the year. They came to \$5,400,000,000 last year in those three months. What effect the gloom spread about generally last spring had on the "go-ahead" plans of industry will not be clear until the official returns are in.

Even if there is a decline, however, some confidence can be taken in the growing chance that the federal Government will do something tax-wise to encourage risk-taking. Faster write-off of plant and equipment expenditures—in five years or less—is reported as a prospect. This would bring about a greatly accelerated movement to replace obsolete machinery and facilities.

Fifty biggest

GENERAL Motors Corporation heads the 1948 list of the 50 biggest in American industry, which is compiled regularly by the National Industrial Conference Board. GM tops them all in both total assets, \$2,950,000,000, and sales, \$4,701,800,000.

The next four in assets are, in millions: U. S. Steel (\$2,535); E. I. du Pont de Nemours & Co., (\$1,189.3) General Electric (\$1,177.4) and Bethlehem Steel (\$1,029).

In sales the rating is different. After GM come U. S. Steel (\$2,481.5); Swift & Co., which is number 14 in the asset list (\$2,361.1); General Electric (\$1,632.7) and Chrysler Corporation, which is

number 12 in assets (\$1,567.9). Ford's sales are listed as unavailable.

It is interesting to note in these compilations that the nondurable leaders have crept up in the 50 biggest list. In 1943 they represented only 32 per cent of the total. In 1946, they had jumped to 48 per cent and held that percentage last year.

Shaping the product

THE industrial designer is a comparative newcomer in industry but his star is now high in the heavens. The reason seems to be that design has been wedded to engineering.

The object is no longer just a "pretty package" but a product that is functionally correct and cost-saving to the manufacturer. Van Doren, Nowland & Schladermundt of New York (who josh about their names and suggest the short form of VD, N & S) state the case concisely: Reduce costs and improve the product. They add in their new bulletin, *Design Trends*:

"Genuine product improvement, overlooked by many companies in their desire to get products out quickly after the war, has become of dominant importance in the change-over to a buyers' market."

Incidentally, these industrial designers go along with public criticism of some of the new automobiles and maintain also that office equipment is far from reaching optimum efficiency. They also see functional deficiencies in farm equipment.

Billions of miles

THAT unenlightened visitor from Mars might conclude from the number of cars whisking over our highways on a crisp football day in autumn that the automobile is just playtime transport.

The Automobile Manufacturers Association will tell him different. In 1948 motor vehicles traveled

400,000,000,000 miles, a jump of better than 20 per cent from the 333,000,000,000 in 1941. Of those travel miles only 16 per cent represented social and recreational use.

The biggest part, 56 per cent, was on business account and riding back and forth to work. Shopping represented 12 per cent and other purposes, 16 per cent.

There is implied in this breakdown, a fair argument against the heavy tax load borne by motorists. The total was almost \$3,500,000,000 in 1948. The heaviest levy comprised state gasoline taxes of \$1,350,000,000. But the federal excise at \$1,157,000,000 came next and it was invoked as a "temporary emergency measure" in 1932. Instead of being repealed, however, it has been boosted twice in the interim.

Jargon on costs

TOPPING the order of business in most lines these days is cost reduction. To achieve the desired economies, cost control is essential. That's where the cost accountant comes in.

The spotlight swings to this profession, and some blinking results. The cost man has a jargon of his own just like the general accountant who has been criticized for putting financial statements in language that is too technical for the public to understand.

George F. Shannon of the Worcester Chapter of the National Association of Cost Accountants maintains that cost men prepare their statements for other cost men to read, and not for management and workers.

"Too frequently the effect on others," he argues, "is about the same as it would be on a cost accountant were he to read the description of a difficult operation written by one surgeon for another to read."

Jobless "cells"

RECALLING how the communists organized unions of the jobless in the '30's for social agitation and party recruitment, Herman and Conway Associates in their bulletin, *Interpreting the Labor News*, foresee another effort in that direction shortly. "Cells" of the unemployed will be set up within the major unions.

Thus, if the present program of ousting radical leadership from the CIO goes through this month, the leaders will be "gone but not forgotten." Nor will the AFL



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This revolutionary, low-cost machine makes machine accounting profitable for any business . . . even those having only a few postings per day.

It performs 14 operations automatically . . . including automatic printing of dates and descriptive symbols . . . automatic tabulation . . . automatic subtraction . . . automatic printing of debit and credit balances. Never before have so many automatic time-saving features been combined in a posting machine . . . *at so low a price*.

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There's nothing complicated about this new Underwood Sundstrand. Only 10 numeral keys. Your present office workers quickly learn this keyboard . . . develop a fast "touch" method after a few minutes' practice.

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And, in addition to posting work, this new Underwood Sundstrand will extend or verify invoices, calculate discounts, figure percentages or do any other figuring jobs that involve addition, subtraction, multiplication or division.

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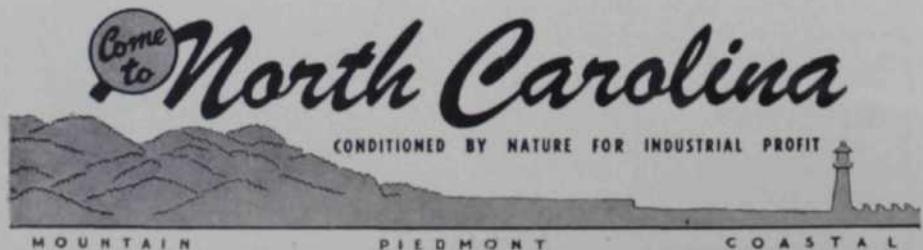
Putting the Seven Seas to work for North Carolina's Industry



Now North Carolina industrialists will have another great profit advantage working for them. North Carolina's two deep sea ports—to be expanded by a multi-million dollar State program—will place at their service the most modern marine shipping facilities on the Atlantic seaboard.

Industries in 92 per cent of the State's area will realize transportation savings on import, export, coastwise, and intercoastal commerce from expanded facilities at Morehead City and Wilmington, North Carolina. Already planned are approximately 800,000 square feet of additional storage warehouses and transient sheds... modern vacuum-type fumigating plants... marginal wharves with up-to-the-minute loading equipment and good rail and switching service, soon to be at the command of the South's Number One Industrial State.

Why not gear your plans for industrial expansion or relocation to the increasing production advantages provided by North Carolina's "Go Forward" program. Write to Div. M1-50, Dept. of Conservation and Development, Raleigh, N. C.



unions escape attention if unemployment grows.

The phoney crusades of the '30's—WPA "strikes," hunger marches and organized descents upon Washington and state capitols—were not too successful. Improved versions will no doubt be contrived.

A conference has already been held to set up "Labor's League for Public Welfare."

A bit more cooperation between management and responsible labor leadership might take some of the zip out of such "public welfare" projects.

Up in smoke

LET'S imagine the big company of the town has put on a "plant tour" with souvenirs and refreshments for the local citizens. There was a band to play and an exchange of speeches testifying to mutual and high regard.

Next day the big chimney starts belching black smoke over the surrounding landscape, including Mrs. Murphy's Monday morning wash. Or noxious odors are released. Or the village stream is polluted by factory wastes.

Public relations men can know their business thoroughly and do a bang-up job of community relations—up to a point. Smoke, odors and waste can undo their noblest efforts.

Hilton-Davis, chemical and dye-stuff manufacturers of Cincinnati, built their plant in the Pleasant Ridge section 23 years ago when the area was rural. Now it has become residential and in recent years the company has spent large sums to reduce the smoke and odor nuisance.

A few weeks ago they placed haulage contracts to carry all combustible material off the 80 acre plant grounds for burning.

Twenty acres in the plant grounds have been given over to community activities. Members of the Norwood Garden Association have planted 100 gardens on this free land.

"After all, old fellow!"

AN ADVERTISING man, who can claim a good working knowledge of American industry, went abroad last summer to sit in at an international conference called to study changes in tennis tournament rules.

Upon his return he was queried on the English situation.

"I think I can sum up the trouble this way," he said. "At the rules

meeting the British representative said, "I agree thoroughly that these changes should be made. But, after all, gentlemen, we have only had these rules for 53 years."

One word for the trouble, therefore, would be—inertia.

Where to be safe

AS A SAFE place to work, let us suggest a plant near Dollar Bay in Michigan. Over a period of 36 years no fatality or major injury has been suffered within its confines.

Since 1913 the record reveals only six finger injuries and none of them caused by explosion.

The plant makes dynamite at Senter for the Atlas Powder Company.

Business with the QM

STIRRED into action perhaps by the probe of the "five percenters," the Quartermaster Corps has issued a booklet which explains how easy it is to do business with the Army.

"It isn't difficult for you to compete for some of this business," a foreword by Brig. Gen. L. O. Grice, commanding the New York Purchasing Office, explains. "There are no problems which you yourself cannot solve. Intermediaries or agents are not necessary to obtain contracts from your Government."

General Grice adds that the QM is particularly anxious to have bids from smaller concerns and he mentions that currently 70 per cent of the contracts are awarded to small companies.

The list of what the New York office buys covers 36 general headings which range from books to webbing. Textiles, clothing and leather goods are, of course, important classifications. But even hobby shop supplies are included. The Chicago office buys perishable food.

Ants help Empire

WHILE they won't count too much in the British effort to push vital exports, nevertheless Amber Meadow ants will do their part.

Mrs. May Briant of Bedford, England, is shipping her "ant palaces" overseas. Her husband, a lecturing entomologist who died in 1919, produced a secretly processed soil in which the ants will work. She sold the palaces in order to educate her children.

The palace is a wooden frame into which two sheets of glass one-eighth of an inch apart are fitted. The queen ant and about 200 work-



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All fluorescent lamps need a device called a ballast. Without a ballast, fluorescent tubes won't operate. Usually the ballast is out-of-sight, inside or above the fluorescent fixture. The amount of light you get . . . the length of time the tubes will last . . . the efficiency of your lighting . . . all depend on the way the ballast operates.

Wise buyers of fluorescent lighting insist on CERTIFIED BALLASTS in their equipment. They know CERTIFIED BALLASTS are built to exacting specifications that assure best possible tube operation.

Further, CERTIFIED BALLASTS are tested, checked and then certified that they meet these specifications by Electrical Testing Laboratories, Inc., an independent authority.

To get utmost satisfaction from your new fluorescent lighting . . . say, "Put Certified Ballasts in the specifications!"



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SERVES  FOR CENTURIES

LOOK FOR THIS MARK

IT IDENTIFIES CAST IRON PIPE

ers perform their ordered tasks before the eyes of the interested observer.

Plant site decision

JUST what goes into the decision of a big company concerning the choice of a plant site is detailed in a study recently issued by the Committee of the South of the National Planning Association, entitled "New Industry Comes to the South." A typical example was the choice made by the B. F. Goodrich Company to build a new heavy rubber tire and tube factory at Miami, Oklahoma, in 1945.

The company found that about 25 per cent of its tire business could be served from a location south of Kansas City and west of the Mississippi. This demand was largely for replacements for automobiles and farm machinery. The plant was needed in this area in order to cut transport costs since raw materials were much cheaper to move than tires.

Goodrich studied 90 possible locations. Sixty-four did not have large enough supplies of cold ground water to be used for cooling. Scarcity of power and fuel resources cut down the eligibles to 12. Nine of these could not offer outstanding railway service and good highways. The Oklahoma city finally won out on labor supply over one city and over the other in speed of service to customers.

Incidentally, the committee's study found little difference in wage rates North and South in towns of equivalent size. It also revealed that there was little emphasis upon avoiding unions. Moreover, the bulk of opinion held that labor productivity is as good as or better than, in the North.

Modern stores

MANY millions have been spent by big and smaller stores in modernizing since the war.

A few big stores have also effected great improvement in their warehouse operations and others are beginning to tackle merchandise handling on engineering lines. The self-service plan goes ahead by leaps and bounds.

Authorities say the gap between what we can produce and what we can distribute is our biggest business problem. Lower costs and more effective promotion are cited as two of the chief ways of closing this gap. In short, we have solved the production question and now we must get after the distribution difficulty.

MANAGEMENT'S *Washington* LETTER

► YOU'LL GET MORE for your dollar next year—but the dollar will be harder to get.

► BOOM'S STILL OVER.

Current wave of business optimism is blown up mainly by two forces:

1. Seasonal pickup caused by manufacturers, distributors making bid for fall markets, and
2. Replenishing of inventories following period in which sales exceeded production.

These forces bring feeling that recession, adjustments are over; that there's a new level—on a plateau.

But how stable is the plateau?

Here's a point to keep in mind while planning your own business moves in months ahead:

Construction industry booms along at record level. Automobile makers produce at all time high rate. Capital goods industries still operate at high volume.

Which means that these major supporting elements in U. S. economy are cutting down backlogs at record speed.

And this brings nearer the time when these three will undergo normal postwar adjustments.

All three may decline from present levels in this quarter.

Construction heads into its slow season. So do automobiles, which now are plentiful. Four years have brought to completion the major part of postwar expansion plans—a fact that seriously weakens outlook for capital goods industries.

What happens when these big three decline? Look at any other business (your own, perhaps) that has passed its postwar peak.

There will be lower employment, a drop in purchasing power, diminishing demand for materials.

Any cutback in auto production would be felt not only in Detroit, but in parts plants in Cleveland, steel mills in Pittsburgh and Chicago, mines in the Middle West, rubber factories in Akron, glass plants in Toledo, textile mills in New England, in automobile assembly plants scattered throughout the country.

Few communities would escape effect of an auto cutback.

For automobiles are one of the nation's largest employers, buyers of

materials and sub-assemblies, purchasers of transport.

Note: There's no question that auto makers still have healthy market.

But there's little reason to believe that manufacturers can sell in a level economy as many cars as they sold while catching up with backlog.

Remember—only a year ago—when government talked of getting into the steel business to alleviate shortage?

Within a few months afterwards steel production, too great for its market, was cut back.

A 20 per cent cutback in automobiles would chop 1,000,000 cars off the work schedules.

Like automobiles, construction spreads throughout the economy, as do the makers of other capital goods and their suppliers.

Support under the plateau is brittle.

► WHEN ONE PRICE DROPS others will follow sooner or later—just as you've seen prices follow each other up.

That's because prices simply are a measure for exchanging labor.

They enable you to tell how much of your own labor you'll give for another man's work.

That's why there's a traditional relationship of prices. When this relationship becomes distorted there's a lack of stability in the price structure.

Mellon fortune was founded when Andrew Mellon's grandfather bought Pittsburgh real estate, paid for it with wheat.

Look at what's happened to price of wheat (or lead, or hundreds of other commodities) since war.

Shortage sent wheat price to \$3.11. And \$3.11 brought up enough wheat to whack down the price by one-third.

You can expect other prices that have not yet moved off their postwar peaks to follow a similar pattern. They'll seek a more normal relationship.

► LOOK JUST UNDER the surface—you'll see how automobile's peak level spreads influence through other business.

Class 1 motor truck freight haul rose in second quarter compared with year ago, while rail loadings dropped. Why?

Trucks were delivering record number of automobiles. Subtract rise in auto

MANAGEMENT'S *Washington* LETTER

deliveries—and truck tonnage dropped along with rails.

► WATCH FOR PROMOTIONAL sales in department stores this month.

They'll be tip-off—if they come—that fall consumer goods market is weak.

If you see few sales, take it as sign that business is good.

Merchants buy about 75 per cent of their expected demand month or six weeks ahead. They re-order to fill in stocks that move well.

So fall market will be quick to react in consumer goods manufacturing plants.

► SILVER DISH, or sofa pillow?

That's a question that concerns both merchants and manufacturers.

If fall business is good, expensive wares will turn over rapidly.

But a price conscious market, or a string of strikes, turns a lot of silver dish sales into sofa pillows.

That's why merchants this fall try to measure markets carefully, avoid loading up on expensive items that might stand still.

And that's why manufacturers issue warnings that they won't produce for stock, won't be ready to handle heavy re-orders.

Each wants the other to hold inventory.

► SALESMANSHIP, or desperation?

Rash of novel methods to move goods brings both interpretations.

Some merchants say no down payment, quarter-a-day-in-the-slot plan to sell refrigerators, stoves, other heavy appliances is good salesmanship.

Others say it's desperation. Few big stores have tried it.

Sure bet: When dealers deliver goods with no down payment—or offer other unusual concessions—business isn't good.

► WILL INDUSTRY-WIDE pay raises benefit labor?

Let's look at the "entrepreneurial differential curve."

It shows that industry-wide raises may benefit labor in a rising market, but it's very doubtful in a stable economy, just about impossible in a falling market.

The "entrepreneurial differential

curve" is economists' fancy talk for a chart line showing manufacturers' cost.

It rises as it cuts across the chart from left to right because manufacturers are lined up according to efficiency.

Every industry has very efficient, therefore profitable, operators; some who are marginal, and some who operate in the red.

Those in the red are at the top end of the curve—they have no profits.

An industry-wide pay increase simply moves the differential curve upward uniformly.

That cuts down the profit of the most efficient, wipes it out for many in the middle bracket, deepens the loss rate of those running in the red.

Last named group is least able to modernize, invest in efficiency-producing machinery. So they go out of business.

Thus industry-wide pay boost would benefit part of labor force, boost some right out of jobs.

► STEEL HAS SPENT about \$1,800,000,000 to expand and modernize since war.

Petroleum industry has spent more than that on same accounts.

Other industries have backed their faith in future with proportionate expenditures.

But these huge programs should not be interpreted as net gains in U. S. plant, production and job levels.

"Replacement" might be more accurate description for many of these projects.

Don't overlook fact that a new 250-tonnes-per-hour hot-steel strip mill replaces production of a dozen old-fashioned hand rolling mills that can't compete except in time of extreme shortage.

So they are closed down.

And a new high capacity oil refinery means that obsolete, relatively high cost refineries go on standby basis.

Peak demand meant work for both. But end of that demand peak now brings closures—and pink slips in pay envelopes.

► CONGRESS WILL GO HOME without acting on most of the controversial issues that have absorbed its attention.

Put these on your list of proposals that have been given serious consideration, committee study, but will not be acted on when Congress leaves:

Middle income housing bill to provide direct full cost loans to veterans and housing cooperatives.

Implementation of President Truman's Point 4 for economic development of foreign areas.

Three major points in Hoover Commis-

MANAGEMENT'S *Washington* LETTER

sion recommendations: Post Office Department reorganization to save \$500,000,000 a year, revision of government employee supervisory qualifications, overhaul of accounting system.

Tax changes, social security expansion, anti-monopoly legislation, socialized medicine.

Taft-Hartley Act repeal, federal aid to education, economic expansion bill, creation of more river valley authorities.

Brannan farm plan, increase in Wage-Hour Act coverage.

But all of these will get attention when Congress reconvenes in January.

► IDEA THAT U. S. business suffers from credit stringency is a complete myth.

That's conclusion of National City Bank of New York, which point out in its monthly letter that:

Aggregate loans on books of reporting banks at low point so far this year was \$22,900,000,000.

It was almost precisely the same in November, 1947, when President Truman called Congress into special session to deal with inflation, consider proposals to restrain bank credit.

National City terms current moves to increase RFC's lending authority (prompted by President Truman) "superfluous."

► COMPETITION FOR LOANS illustrates fullness of credit supply.

Cleveland banker made loan on big, well financed housing project, lost it few months later when borrowers refinanced with insurance company at slightly lower rate.

So now banker examines same insurance company's other business in his area, looks for prime loan he can take away by same method.

► BETTER TAKE A CLOSE look at the part freight rates play in your business.

They've jumped 57 per cent in last three years.

Which means you might profit by concentrating your buying and selling in a tighter area.

If you pay the freight, see if you can't get a better deal nearby.

► DEAR SANTA DEPT.:

Lucite gift packages containing 2½ ounces of unrefined gold will be available to the Christmas trade at \$100.

So announces a New York dealer who also discloses that sales of 50 and 100 ounce packages (large, economy size), bought as hedge against inflation, have been growing.

Price of the larger packages is \$39.40 per ounce. Your stockbroker or bank can get it for you.

► DO YOU HAVE PAYMENTS due from foreign countries blocked by restrictions or dollar shortage?

Take 'em out in trade. Here's how—

Arrange with importer here to purchase local goods moving regularly to this country, pay for them with your blocked assets.

Importer here channels the goods to U. S. purchasers, pays you.

Some business men find this costs 30 per cent of their foreign accounts receivable, but point out that 70 per cent collected is better than none.

► TRANSPORT REGULATION report in this space month ago included this sentence:

"Single board plan was recommended by Hoover Commission."

That was incorrect. What Commission recommended was grouping of all major non-regulatory transportation activities of Federal Government in Commerce Department.

► BRIEFS: Internal Revenue will hire 1,500 persons by end of year, 3,500 more by July, 1950, to check more carefully on your income tax returns....Study shows average age of autos scrapped in 1925 was 6.5 years. By 1947 it was 12.25 years. Mileage went from 25,740 at junking to 103,000....U. S. produced 390,-000,000,000 cigarettes in year ended June 30....Army spent \$846,000,000—42 per cent of all its procurement—with small, independently owned businesses in last fiscal year....Some British sea captains pay off crews in British pounds bought (last month) along eastern seaboard for \$2.96—\$1.08 under pegged price....Deficit of \$18,921,296 marked first year's operation of Britain's nationalized transport system....There's a new gray market—in nylon yarn....Hotels greet your salesmen more warmly. They've peeked at their billings, find it's time to build up that expense-account business again....Dow Chemical President Leland Doan tells stockholders: "If a certain amount of deflation were not in order, then we have wasted a lot of words the past few years deplored inflation."

"We can save money
for businesses of every
size and type!"



IT WILL PAY YOU TO VISIT YOUR NATIONAL SHOWROOM

The girl in the foreground is about to demonstrate a machine that cuts costs of payroll and distribution work.

The sales register in the background will speed customer service, prevent errors, and give money-making information regarding sales-people and departments.

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on the left — the most flexible ever made — will handle all accounting in the average business.

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TRENDS



OF NATION'S BUSINESS

The State of the Nation

LAST November, when President Truman scored his remarkable personal triumph at the polls, it was generally anticipated that the Eighty-first Congress would be a malleable and subservient organ of government. On paper, certainly, the Administration controlled the votes—in both House and Senate—to put into effect the entire platform adopted by the Democratic Convention at Philadelphia. Since the President was elected on that platform, to which he gave unqualified and enthusiastic support, Mr. Truman could reasonably expect that the Eighty-first Congress would be a docile instrument.

The first session of that Congress is now in effect a matter of history. It has proved to be anything but the cooperative body that was anticipated. In spite of the long duration of the session a considerable part of the Truman program has not yet reached the floor of both Houses. Much of the legislation enacted came out of Congress in a form far different from that which the White House proposed.

Regardless of one's personal opinion on this outcome, it must be regarded as a very interesting political phenomenon. And the present tendency to ascribe the frustrations of the Administration to inept leadership is not wholly satisfactory. The President is personally a competent politician, with the advantage of valuable Senate experience and personal popularity on "The Hill." At least until the "five percenter" revelations he enjoyed a sympathetic and tolerant press. And if Mr. Truman's chief lieutenant in the Senate is somewhat

inept, the Democratic leadership in both House and National Committee has been of definitely superior grade, politically.

So there would seem to be some underlying reason for the highly recalcitrant record of the Eighty-first Congress. Why is it as definitely "Do Nothing" as that Republican Eightieth Congress which the President so vehemently attacked just a year ago?

There is an underlying reason, intimately connected with the American form of government and having relatively little connection with Mr. Truman's personal abilities or deficiencies. It is not difficult to explain why this President has failed to impress his will on this Congress, and to do so is to appreciate anew the remarkable quality of our political institutions.

• • •

Our custom, accurate up to a point, is to speak of the American "Government" as composed of three parts: Executive, Legislative and Judicial. These three "coordinate branches," as the textbooks call them, are in theory independent of each other and nicely balanced in the allocation of power.

For instance: the Legislature can overrule the veto of the Executive. And the Judiciary—by declaring an act unconstitutional—can overrule the Legislature. Neither Executive nor Legislature can properly overrule the Judiciary except by constitutional amendment. But even judicial power is not wholly independent. The Executive,



Fire Prevention Week, October 9th to 15th

"WHY CAN'T I CARRY THE MATCHES, MOM?"

WHEN you're older, Peggy, you'll realize that matches and children don't mix. Lots of bad fires every year are caused by parents forgetting that rule."

Take advantage of Fire Prevention Week—October 9-15—to eliminate, to the best of your ability, this and other causes of fires. You'll be doing an important service both to your community and your family.

Be sure your heating system is clean and can't overheat... have chimneys and flues inspected for defects... banish careless smoking habits... have defective electrical wiring

replaced... don't let rubbish accumulate. And carry adequate, full-standard fire and extended coverage insurance with a reliable company such as Hardware Mutuals. Our policy *back of the policy* makes *your* interests our first consideration.

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through the office of the attorney general, has much latitude in deciding what cases shall be prosecuted. Also our more important judges are executive appointees. After 16 years of Democratic Administration, there are seven Democrats, one Republican and one vacancy on the Supreme Court, which is supposed to be, but obviously is not, above the battle of politics.

As every student of the American Constitution knows, this separation of powers was designed to prevent any arm of government from becoming all-powerful. It was believed that our "balance of powers"—balanced both between the federal and state governments and among the Executive, Legislature and Judiciary in each of these governments—would forever prevent the rise of tyranny in the United States. If the mechanism of government could preserve freedom, then the liberties of Americans would be secure for as long as the Constitution remains the law of the land.

But in recent years we have seen, in many ways, that a mere mechanism is not enough. Perhaps this is best illustrated by the way the Administration has come to speak of itself as the "Government." The secretary of state, for instance, is continually informing people of other countries that "The Government of the United States" thinks this or that. When he does so Acheson is frequently speaking only for the Truman Administration, of which he is a temporary though distinguished appointee. In many matters—such as the extent of the military assistance program—the "Government" has not spoken until the elected Congress has acted.

Nevertheless, somebody has to be able to speak for the United States to foreign potentates at any hour of the day or night—even though Congress may later force a revision of what "the Government" has said. So Acheson cannot be accused of arrogance in identifying the Government with himself in some very important matters.

• • •

It is accurate because more and more, both here and abroad, government is coming to be primarily a matter of administration. We see this in the way the Executive makes agreements which in fact if not in theory bind the country before Congress has even debated the issue. We see it in the growth of what is called "administrative law," giving executive agencies like the Federal Trade Commission enormous judicial powers which, according to the theory of our government, should vest only in an independent judiciary.

There is a pronounced centralizing trend *within* the federal Government and there is a pronounced centralizing trend *to* the federal Government. Of late years Washington has been steadily taking to itself powers which used to rest in state and local governments. And in Wash-

ton this power is being steadily concentrated in the hands of the Executive. The vast extent of this centralization, which is destroying the old balance of power, is well summarized in the findings of the Hoover Commission.

Here we are not concerned with argument as to whether this trend is good or bad, inevitable, or due to lack of interest in our political tradition. The point, for present purposes, is that the growth of centralized executive power is bringing a natural reaction to defend and fortify the legislative power.

• • •

We shall understand this important development more clearly if we recall that, historically, the Executive and the Legislature are natural enemies.

Parliaments arose not to assist the ruler against his subjects but to restrain executive arrogance in the name of the people. The first parliaments represented only the nobility, who banded together to hold the king in check by measures like the Magna Charta. Gradually parliaments became more representative, and kings went out of fashion, to be replaced by elected rulers.

Today, with the tremendous growth of the federal establishment and its staggering burden of taxes, the same fundamental issue is to the fore again. Again it is taking shape in a revolt of the people, through their representatives, against excessive imposts. And in this struggle, for the power of the purse, Congress is something more than one "coordinate arm" of our balanced government. Congress today is again the spokesman of the people, who elect it, against the appointed officials over whom the public has no control.

Seen in perspective, this is a very natural development. When the Administration merely administers, Congress does not oppose. But when the Administration assumes that it alone is the Government, Congress is sure to protest. It must protest, or else sign its death warrant as a superfluous organ.

The Eighty-first Congress is nominally Democratic, but has none the less proved itself anti-Administration. The real explanation for that does not lie in errors of commission or omission on the part of the President. It lies in the fact that the Administration is seeking to become—and actually is becoming—"the Government" of the United States.

When that happens it is both appropriate and desirable that Congress as a whole should rise as a body to defend the established rights of the people.

—FELIX MORLEY



OF NATION'S BUSINESS

These Coal Miners Never Touch Coal!



Modern mine machinery is a 20th century marvel, and it's just good business to put its care in the hands of first-class mechanics and machinists. And good machine shops cost money, a lot of it. For instance, the one shown above, with its equipment, cost all of \$150,000. It serves but a single mining operation.

Expenditures like this are necessary in modern coal mining, because today miners rarely touch pick and shovel. Instead, their hands operate the controls of machines. The "heavy work" is done by mechanized horsepower. A cutting machine, an automatic loader, and a shuttle car, whose combined cost adds up to a \$60,000 coal mining team, must be kept in top shape to justify the heavy investment.

So mechanized mining, with its need for keeping machines in good running order, has created a new kind of "miner"—the machinist, the electrician, the welder, who keep mine horsepower on the go.

Modern mining practices are a far cry from those of "pick and shovel" days. Today mines are "blueprinted" in advance. Backed by facts learned from geological surveys, engineers can plan mine layout, without running into costly alterations due to unexpected faults in rock and seam formations.

Such planning permits speedy handling of coal from seam to surface for washing, sizing and grading in preparation plants. The result is mass production of many grades of coal, each especially adapted to efficient use in one or another of the many different types of furnaces in America's homes and industries.

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The Month's Business Highlights

INDICATIONS are that the last three months of 1949 will be the year's best quarter. The whole retail outlook is promising. Consumers no longer are negative. The stock market is likely to show more strength. Bankers expect an increase in commercial loans. Labor-management relationships cause concern but nothing catastrophic seems imminent. Prices are still too high but the amount of attention being given efficiencies promises more relief in that quarter. This is particularly true in housing. Much adjusting remains to be done, both domestically and internationally, but nothing is in sight to prevent bumping along in the right direction.

With the cutbacks in employment in prospect for the first quarter of 1950 a real problem will face the new session of Congress. While the total of unemployment will be small in comparison with prewar, high prices and the living standards that have been possible during and since the war will cause a greater outcry for relief. Many will have exhausted unemployment allowances. Congress will have difficulty in warding off schemes for direct relief.

What an American depression would do to world recovery is indicated by what happened in Britain when the curve of American prosperity turned down. In 1948 when the United States would take nearly anything the British had to sell, the United Kingdom made notable gains. In 1949 when American buying began to fall off, the dollar crisis became acute. Ever since the end of the war it has been realized that the rate of reconstruction and rehabilitation in Europe would depend on the state of business in the United States. This no longer is a theory. What actually happens when business turns down here has been demonstrated.

Since it became apparent that the United States was not in a tailspin, the situation in the United Kingdom has improved somewhat. In the light of what happened this year in England, the Administration is more eager than ever to encourage imports by trade agreements, tariff reductions and otherwise. There also are the problems involved in rehabilitating Germany, in reducing barriers to trade between European countries, finding a way to get along with Russia, and controlling communism in Asia. Uneasy lies the head that wears the crown of world leadership. The United States did not seek that crown but since it must be worn, there is nothing else to do



but rise to the responsibilities entailed, the greatest of which is to keep American business in high gear.

A controlled economy calls for the expenditure of vast amounts of nervous energy by those who run it. Four British Ministers were forced to take rest cures at the same time. Judging

from the mistakes being made, their staffs as well are tired people.

• • •

Any meeting of officials who deal with the problems of international finance is certain to give rise to a lot of rumors about gold. Any such rumor arouses wide interest because of the important bearing the foreign exchange situation has on domestic business. An increase in the dollar price of gold means a reduction in the gold content of the dollar, which is the same as the increase in the dollar value of all foreign currencies. This is the exact opposite of what is needed. It would encourage American exports which are relatively too large already. It would discourage imports, upon the growth of which rests all the hope of overcoming the world-wide dollar shortage.

It has been seriously suggested that the United States revalue gold and give the proceeds to Europe without cost. Europe does not want gold. It wants goods. It would buy our goods with the gold, so we would be giving away the goods. Such talk is idle because nothing will come of it. It also is mischievous because it diverts attention from finding workable solutions for pressing problems.

• • •

The announcement early in the year that farm income in 1948 had exceeded \$32,000,000,000 was the subject of widespread comment. It was a remarkable achievement. Farmers had multiplied their 1939 income by four. Payrolls of manufacturing concerns, however, were 70 per cent greater than the record-breaking receipts of farmers. Wholesalers and retailers had payroll totals that fell only 25 per cent under the total of farm marketings. Those working for the service trades receive more than one-third as much as do farmers. Thus business payrolls have become a dominant feature of our economy, quite in contrast with the first 100 years of the nation when income from agriculture was the controlling factor. In the past decade income from payrolls has been five times the total of farm marketings.

Exacting health regulations are reducing re-



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ADVANCE-DESIGN TRUCKS

tail sales of milk by farmers. Another factor is the increased demand for pasteurized milk, which requires equipment the average farmer is not in a position to buy. Capital investment in dairy farms has risen markedly. Higher wages stimulated the purchase of labor-saving equipment.

Plans are being made which will call for larger state and municipal spending. What is going on throughout the country may be judged from developments in a few states. Maryland, for instance, is launching a program to overhaul 4,500 miles of its roads. The work will cost \$200,000,000. West Virginia has authorized \$50,000,000 in bonds for secondary roads alone. North Carolina is selling bonds to initiate a \$233,000,000 road, school and harbor improvement program.

Statisticians watch cotton textiles because they frequently lead the way in both declines and advances in general business activity. The downturn in textiles antedated the 1949 decline. Now that adjustment in that industry seems to have been completed, some expect others to follow the same pattern. Orders began coming in as soon as prices of textiles tended to stiffen.

The feeling in the textile-producing regions is that, after a long period of rising prices, it hardly is to be expected that all adjustment has been completed. Prices are expected to follow a jagged line to lower levels with inefficient manufacturers and those who have not installed modern machinery falling by the wayside. This will be particularly true among hosiery manufacturers. Installation of new machinery resulted in heavy overproduction. Rayon had a period of steady month-to-month improvement. Rayon and nylon have captured more than half of the market for tire cord and fabric. Output in that branch of the industry is running at an all-time high.

As data become available from the census of manufacturers, there is new appreciation of the value of fundamental figures of that type. This is the first entirely accurate measure of the great expansion of industry in the 1939-47 period. In 1947, manufacturers shipped products which exceeded the cost of materials and supplies by \$74,364,000,000. This compares with \$24,487,000,000, the total added by manufacture in 1939. While the 1947 total is something of which to be proud, the greatest values in this major statistical effort are in its details and breakdowns. These show where wartime and postwar expansion took place. Manufacturing employment increased 53 per cent in the eight-year period. In California the increase was 95 per cent. Numerically New York had the greatest gain. Production workers in manufacturing establishments in 1947 received more than \$30,000,000,000 in wages. The number of manufacturing establishments in the eight-year period showed a gain of 38.5 per cent.

Buying habits of patrons of department stores have changed sufficiently since the war to require an adjustment in statistical methods of taking into account seasonal swings. During the war more Christmas buying was done before December to permit shipment overseas and to guard against depletion of stocks in December. With adequate inventories assured, most of the Christmas buying now takes place after Dec. 1. The revision also takes into account a tendency for buying to concentrate in May at the expense of earlier months. The seasonal pattern of inventories has not changed as much as that of sales. A feature of recent department store figures has been the increase over last year in the sales of fine jewelry, watches and toys and the heavy decline in woolen piece goods, laces, floor coverings and furs. A part of the increased buying of jewelry was due to the realization that the excise tax would remain in effect for an indefinite period. Recent trends have been to increase stocks of china, glassware and dresses and to reduce drastically inventories of such items as hosiery, sheetings, linens, millinery and major household appliances.



Conservative officials, who have to face the electorate, are not willing to concede that the United States is on the last lap to socialism. They believe socialism is impossible as long as there is private ownership of nearly everything, and so long as private profit is the motivating force in the economy. Herbert Hoover's birthday speech touched off an argument that has raged ever since.

Those with socialistic leanings say they wish Hoover's appraisal was ten per cent right. Liberals say the speech was a voice from the nineteenth century. The significant reaction, however, comes from the conservatives, who contend that capitalism is more likely to survive if it is viable. There is no support for a free enterprise system for the benefit of the few out of the efforts of the many. They think all-out efforts must be made to make capitalism work better. An important step in that direction is to give good service and value at the lowest possible prices while at the same time providing for the highest possible wages for those who work conscientiously. They are as glad as anyone else that freebooting has been outlawed as a result of popular understanding. They also think that efforts to provide welfare that places an undue burden on producers and workers, along with the regimentation involved, cause the public to favor less government activity.

—PAUL WOOTON



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Washington Scenes



THE SENATE'S investigation of "five percenter" or "influence peddlers" has been a good show, as such things go here. There has been considerable excitement, some harsh language from the Republicans, and also a good deal of laughter. Washington now is asking itself what is to come of it all. The revelations already have had one result, and that is to put a certain type of individual on the spot.

He is the fellow who boasts of knowing his way around Washington, who pretends (sometimes in the tones of a conspirator) to a vast knowledge of what goes on behind the scenes here, and who wouldn't think of referring to an official by his title. The President is "Harry," the Vice President "Alben," the Secretary of Defense "Lou," and so on.

It is going to be much harder for this type to impress the business man or the government official in the future.

A difference of opinion exists as to whether anything ought to be done in a legislative way.

The first thought that popped into many congressional minds, as the facts began to come out, was what might be expected. It was the familiar "There ought to be a law." The influence peddler, it was argued, ought to be brought under control; ought to be made to register, just like the lobbyist.

• • •

But there was a counter argument, and it carried a lot of weight. It was to the effect that a registration law, or anything of the kind, would simply add to governmental red tape. And it is red tape, the investigation has shown, that frequently drives the business man to seek out a five percenter when he is after a government contract.

The thing, close up, seems to be not so much a legal problem as a problem in human nature. Jess Larson, who spends more than \$1,000,000,000 a year as chief of the new General Services Administration, made a remark that illustrates the point. He defended the legitimate business representative or middleman; then, looking over at the senators on the investigating committee, he said:

"The thing that burns you and me up is the man who goes into the Mayflower cocktail lounge and tosses our names around."

Two of the Republicans—Sen. Joe McCarthy of Wisconsin and Sen. Margaret Chase Smith of

Maine—apparently felt that Larson had said a mouthful. They had been burning up for days because of the discovery that their photographs, both signed, adorned the office wall of a man who had figured prominently in the investigation.

It developed that many members of Congress send out pictures wholesale, much in the manner of Hollywood stars. It is only necessary to write and ask for them.

Senator Smith explained that she had sent her photograph out in this particular case quite "innocently," after receiving a written request for it. Nevertheless, when the news came out, she got a number of angry letters from constituents.

"It is just an old congressional custom to give photographs to people who ask for them," Mrs. Smith said.

She predicted, however, that one result of the five percenter inquiry would be to make members of Congress more careful and discriminating in the future. A lot of her colleagues said "Amen."

It is not the senator's photograph in itself that is embarrassing when found on the office wall of an influence peddler; it is the inscription. This usually consists of the name of the person who asked for the photograph, plus some expression of good will and the statesman's signature.

In this connection, it was recalled that Winston Churchill has always been extremely wary of putting anything more than his naked signature on a photograph—a practice that almost certainly will be widely adopted on Capitol Hill.

Having sat in on the Senate hearings for three weeks, I have a feeling that the publicity—together with the laughter—may prove to be the most important result. As a news story, it has been, if not a significant one, at least a very readable one. With the White House for a backdrop, and with such a cast of characters, it could hardly be otherwise.

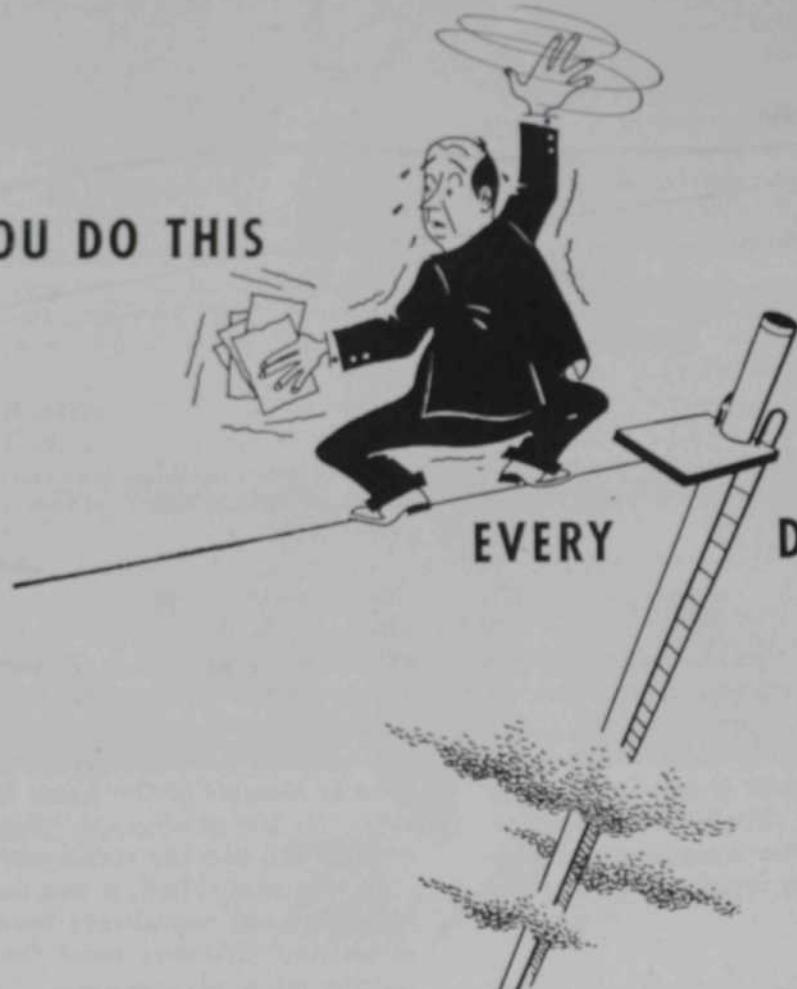
The cartoonists have had a field day with deep freezers, molasses and race tracks. The gagsters have been at work, too, coming up with such awful things as "He may be the President's aide, but he's no comfort." Even the poets have had a go at it. One on the St. Louis *Globe Democrat* hauled off with this:

"In Washington's swirl
Of favor and fetter,
Know-how's nice
But know-whom's better."

There is a lot of truth in that verse. Knowing

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WHEREVER THERE'S BUSINESS THERE'S

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THE MARK OF SUPERIORITY
IN MODERN BUSINESS MACHINES



the obliging General Vaughan, it has been shown, could be mighty helpful to a favor-seeker in Washington. But the record of the hearings also shows that the influence boys sometimes made promises that were on the fanciful side, or made "know whom" reports to the home office that wouldn't stand checking.

That is where the laughter came in.

Henceforth, the business man visiting Washington doubtless will take a long, hard look at the fellow who talks to him about breakfast at the White House. Also, he probably will want to know his Washington agent pretty well before he accepts everything that is reported to him at home.

The hearings brought out a practice that was much in need of exposure. Mr. X, let us say, will write to his client that he has seen Senator Y and Representative Z, and that they have assured him that something will be done—or nothing done—about a particular piece of legislation in this Congress.

Actually, of course, Mr. X hasn't seen them at all; he has either got his information secondhand or has simply picked it out of the Washington or New York newspapers.

• • •

Two things have been played down in the Senate's investigation, which is always what happens to prosaic facts when they have to compete with the sensational.

One is the very important part the business representative or middleman plays in dealings with the Government. By far the great majority of persons engaged in this line of work are honest and enterprising individuals who not only perform a service for their clients but for the Government as well.

Jess Larson pointed out that it would be impossible for government men who must buy food for various agencies to visit every grower of food-stuffs or producer of livestock. In this case, and in many others, the services of a middleman are essential.

Larson brought out another thing that never got into the headlines, the dilemma of the government buyer. A private business man, he reminded the senators, can provide or accept lavish entertainment, or proffer or accept gifts. If certain firms are not to his liking, he can ignore them. But the government official must adhere to a different code of ethics, and this sometimes makes for embarrassment.

"It is not easy to refuse an invitation from someone whose company you enjoy," Larson said. "Nor is it easy to bring yourself to return a small gift or token that some well-meaning individual has sent to you because he has honestly appreciated the courtesies you have extended to him. Yet this is part of the price that must be paid by those whose careers lie in the public service. I

trust that American business men will recognize and appreciate these circumstances."

Administrator Larson and Secretary of Defense Johnson, by the way, have drawn up a program about which much will be heard later on. The program calls for a maximum of publicity on business opportunities in the Government. To this end a Government Information Center would be set up in Washington to keep business men informed about possible commercial deals with Uncle Sam. Similar centers also would be set up at strategic points around the country. In addition, the program calls for checks and safeguards to see that there is no unfairness or wrongdoing.

• • •

When it comes to General Vaughan, the only possible censor in his case is President Truman; or, looking into the future, the American voters.

Vaughan, an ebullient extrovert, is the most controversial and complex figure Washington has known since the days of Mr. Roosevelt's Harry Hopkins (called by his enemies the "Rasputin of the White House"). But Vaughan is a much gayer man than Hopkins was. A motto on his office wall says: "Enjoy Yourself—It's Later Than You Think."

Vaughan has been having the time of his life in the White House. True, he looked harassed for a while. This was especially the case when it came out that he had been acting as a go-between for Democratic campaign contributions—contributions that came from men he had done favors for. But Vaughan is not one to brood for long. The day that the President said his job was safe he was grinning from ear to ear.

Why, editorial writers ask, does Mr. Truman tolerate this man who has dragged the White House down to the level of courthouse politics? The answer is a long one and has to do with an Army-born friendship that covers 31 years. Once, in 1940, Vaughan gave everything he had—money, time and energy—to help Mr. Truman wage a desperate fight to keep his seat in the United States Senate. Had that campaign failed, there would have been no Vice Presidency four years later. Had it failed, neither would be in the White House today.

But the answer goes even deeper than that. It is not merely a question of Mr. Truman's vaunted loyalty; it is a question of faith. The Chief Executive feels that Vaughan, bungler though he may be, is essentially an honest man. And, finally, he doesn't like some of the people who have been hammering at Vaughan.

—EDWARD T. FOLLIARD



OF NATION'S BUSINESS



Last year we had 63 promotions

WE EXPECTED that our pension plan would be a blessing to the older men in our company.

"And it has certainly been just that.

"But if you think the old-timers are the ones who benefit most, you ought to hear how enthusiastic the younger men feel about our pension plan.



"They not only like the idea of being able to retire some day on a regular income from the group annuities their contributions and ours are buying—they also like the plan because it opens up opportunities for them.

"The plan makes it possible for our people to retire while they're still young

enough to enjoy life—and not when they have to quit because of old age. And every time we've had a retirement, there's been a chain of promotions all along the line.

"Since our plan was adopted a little over a year ago, we have had 63 such promotions—cases where young men moved along to better jobs with more responsibility, as key men retired on definite incomes. We have about 550 people—so nearly twelve per cent of them were able to better their positions last year.

"Before we put in our pension plan, we thought a dozen or so promotions were a lot to make in a year.

"To my mind, this group pension plan is the finest personnel move we've ever made. We are taking care of—in a dignified, businesslike way—those who have given so much to us.

"And because it permits regular retirements at the right time, our plan opens up opportunities for young people in an orderly way.

"It helps us keep the proper balance in our company between the wisdom of

maturity and the enthusiasm of youth."

That is a typical comment from an executive of a company with a good retirement plan . . .

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LABOR TRIMS SHIP

By DONALD ROBINSON

UNIONS, for the first time in a decade, are up against a buyers' market. What plans have they for dealing in it?

LAST SPRING Lawrence, Mass., a quiet mill town of 85,000, was hit by a real depression, the first American city since prewar days to undergo such a searing experience.

One by one, the ivy-covered, red brick textile mills along the curving Merrimack River posted layoff notices. With the woolen market in a tail-spin, the unemployment rolls mounted day by day. Soon, they reached 25,000, more than half of the town's total labor force.

"Flying squadrons" of communist agitators arrived. The city was blanketed with leaflets urging the jobless to "rise up" against the mill owners and against the anti-communist CIO Textile Workers Union, which represents the mill workers. Some of them even broke into the mills and destroyed machinery. Newspaper headlines in nearby Boston told the story.

"Red Goons Smash Factories in Lawrence," they stated.

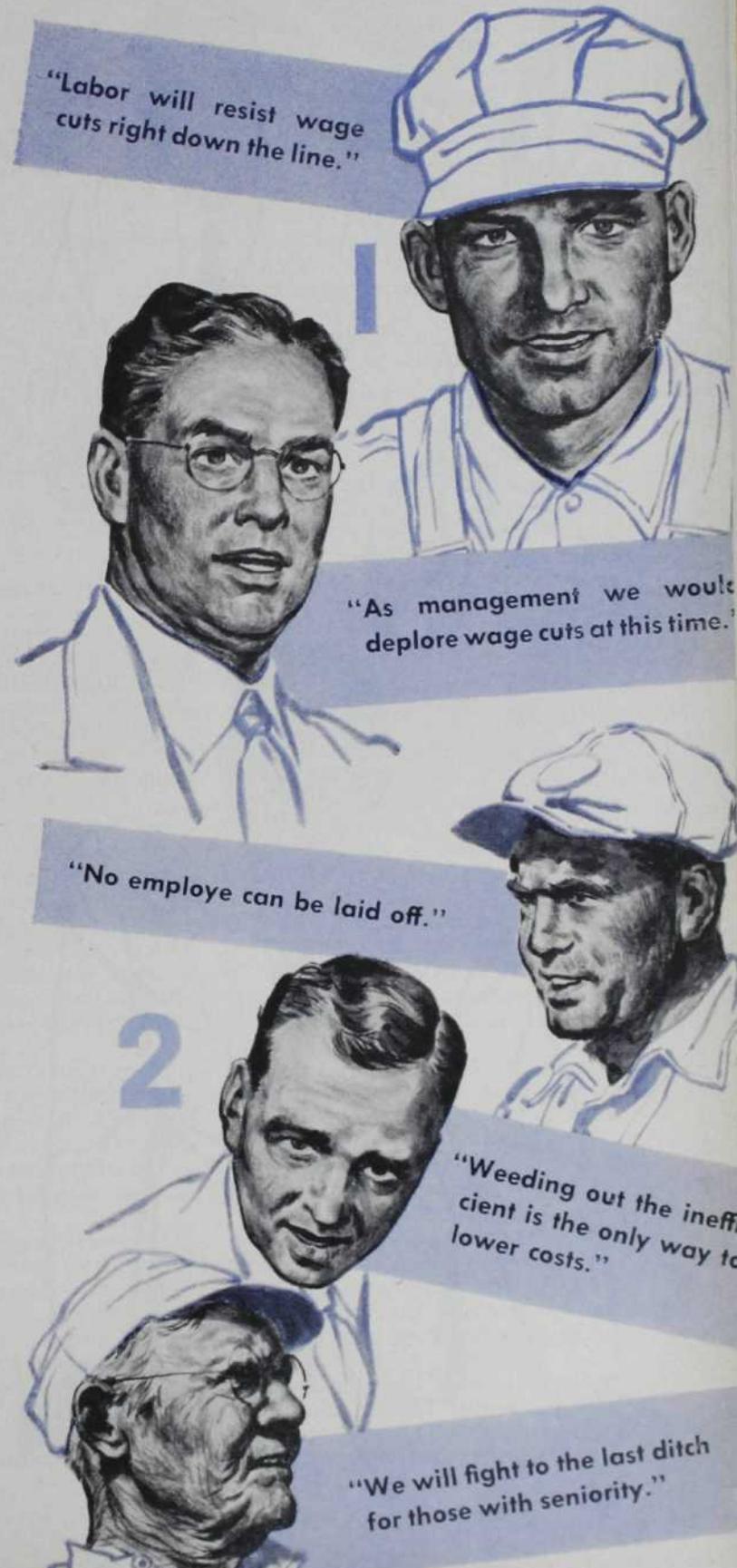
Bad as the situation was, though, it didn't get any worse. Unemployment insurance kept the idle as well as the local merchants going. What work there was at the mills, by agreement with the TWU, was distributed with full protection for seniority rights.

At the two big American Woolen Company mills, owners and union devised an arrangement under which half of the 12,000 employees worked one week and was laid off the next while the other half took over. Every worker was thereby afforded some wages. Nowhere were any pay rates cut.

The TWU, meanwhile, was quick to fight back against the communist invasion. Each time the communists put out a blast, the TWU answered it. When the Reds, for example, exhorted the workers to demand an enormous boost in unemployment benefits, the union officials speedily explained that this would deplete the state fund and bring an end to all benefits.

Summer found Lawrence still in the grip of a depression but labor and management were co-operating in a sane, calm search for a solution to their joint problems.

To outside observers this posed a significant question: could labor and management elsewhere co-





operate as well in the face of a similar situation?

Few issues today are as vital as this one. The life or death of the American economy may depend upon its outcome.

Talks with many of the nation's top labor and industrial leaders reveal that, although few are ready to concede that a major recession is inevitable, all have been asking themselves questions like these.

"Will a new recession mean hell on the labor-management front? Will it cause a wave of bloody strikes? Will it create lasting ill-will between workers and employers? Will the communist party be able to capitalize on the situation to spread discontent with the democratic system?

"Or will labor and management, working together, be able to ease the blow and help get the country's economy back on its feet?"

That there is dynamite in any recession, everyone agrees. There is wide difference of opinion, however, as to whether that dynamite must explode.

One thing is certain. The labor-management scene in a new recession will be far different than in other crashes.

The 1921 panic found the American labor movement weak, with only 4,000,000 people in unions. Labor was even weaker at the beginning of the 1929 bust. Then, there were merely 2,900,000 in unions. In neither instance did labor carry much weight in setting local or national policies.

Today, 15,000,000 workers are enrolled in unions and the entire labor-management climate has changed. Organized labor now has great power, both economically and politically. It undoubtedly is going to play a forceful role, in the plant, the community and the nation, in meeting the problems of a recession.

But will this add up to more stability or more strife? That is the \$64 riddle.

Experts say that there are four principal sources of labor-management friction in any business decline. These are the wage issue, work-sharing, grievances, and anti-union activity.

With these in mind, what is the labor-relations picture likely to be in case a large-scale recession should develop? This appears to be the outlook:

First, as always, the wage question will be the most difficult bone of contention. Union labor's position here is clear: No wage cutting. CIO president, Philip Murray, says that this is the CIO's stand and George Meany, influential secretary of the AF of L, has said as much for his organization.

Labor is militant on this score. Take Max Zaritsky, president of the United Hatters, Cap and Millinery Workers, AF of L, who has a nation-wide reputation as an "industrial statesman." He says point-blank:

"Cutting wages is not the answer to any economic decline. The more you cut wages, the more you reduce purchasing power, and the worse a recession becomes. If industry must lower costs, it will have to do it through heightened efficiency, not slashed pay."

"Labor will resist wage cuts right down the line."

In general, management is as much opposed to wage cuts as labor. When the topic came up recently in the textile industry, where production has been sagging more than 18 per cent, J. C. Cowan, president of Burlington Mills Corp., had some strong words to say about it.

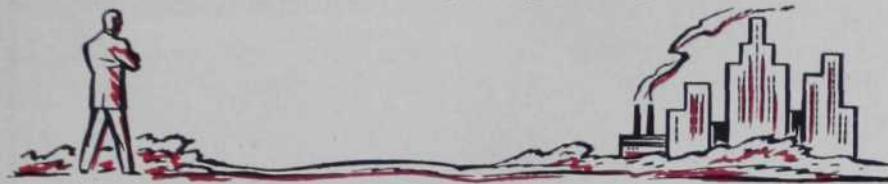
"Our textile market has been weakened," he declared, "and obviously there is a grave danger at

(Continued on page 67)

What Little Business Thinks of Big Business

By HENRY C. LINK

Vice President, *The Psychological Corporation*



IS A bona fide class war being waged within America's industrial community?

THIS summer the Navy Department awarded contracts for 700,000 pairs of shoes under provisions of a law which says that a fair share of all government purchases shall be placed with small business. By so doing the Navy became embroiled with the Comptroller General who held that the public interest demanded that federal contracts go to the lowest responsible bidder. A number of congressmen joined in the controversy and another round in the battle of big versus little business was on.

The statute responsible for this controversy is the Procurement Act of 1947 which says in part:

"It is the declared policy of the Congress that a fair portion of the total purchases and contracts for supplies and services for the Government shall be placed with small business concerns."

This is just one evidence of the sentiment apparently prevailing in Washington that "good little business" needs to be protected against the competition of "bad big business." During World War II a special agency of the Government was established to channel orders to small business. A special division was established in the

Commerce Department to assist small business. And scarcely a session of Congress goes by without a special committee to investigate and report on the faults of big business or the virtues of small business.

To the psychologist the emotional side of this controversy is of special interest. In a democracy or a republic like ours, the struggle for power is the struggle for votes. In order to win votes many politicians resort to emotional appeals, especially of the kind that will win them many friends while making few enemies.

The only restraints on the use of such appeals are the moral principles adhered to by the American people at large. One of the strongest of these moral principles is that which condemns appeals to race prejudice.

Appeals to class prejudice, on the other hand, are still permissible. Against such appeals the American people have not yet developed adequate moral standards. Therefore, it has become a common practice among office seekers and demagogues to play off the "have's" against the "have-not's," the "greedy" against the "needy,"

"capital" against "labor," the "privileged" against the "underprivileged," the "successful" man against the "common" man.

The plain inference is that all the "have's" are the greedy, while all the "have-not's" are good people.

This technique has become so effective as a means of gaining power through the democratic process or, more simply, as a means of getting votes, that its use has spread to politicians of all parties. Politicians consistently and indiscriminately attack the minority class made up of business men and owners. This "scapegoat" minority is dubbed "money-changers in the temple," "plutocrats," "princes of privilege," "monopolists," "barons of Wall Street," "exploiters of labor," and "profiteers."

The truth about individual business men is disregarded because the class is condemned as a whole. The mere fact of a business man's success makes him liable to suspicion. By such emotional appeals, class hatreds and the antagonism against business men, whether big or little, have been raised to a high pitch.

One variation of this technique is to pit the small business men against the big business men. Small business men are far more numerous than big business men, so the demagogue sometimes tries to convey the idea that "Little Business" is good, and only "Big Business" is bad.

The most recent development in this power-producing or vote-getting technique is the condemning of "bigness" as such. Any bigness in business, say the demagogues of today, is likely to be bad. A corporation does not have to be a monopoly to be bad. The mere fact of its great size makes it liable to suspicion. As Sen. Ralph E. Flanders pointed out in a recent issue of *NATION'S BUSINESS* the sentiment to regulate business purely in terms of size is a force to be reckoned with.

Therefore, a most important question that must be asked in this whole issue of the size of business is this:

"What does little business itself think of big business?"

From the answer to that question we may learn whether a *bona fide* class war is raging within the business community or whether the name of small business is being taken in vain by those with an ax to grind.

In order to get some answers to this and related questions, the Psychological Corporation was asked to make an attitude survey

of small business men. This survey was made by mailing 4,500 questionnaires to a random list of those who receive NATION'S BUSINESS. From the returns, those by executives of large firms were eliminated. Then the first 500 questionnaires from small business men were analyzed. They are reported here. The questionnaire began in part with this introduction:

"We are making a survey of what men in smaller companies think of big business. Please answer these questions in terms of your own experience."

The results of these 500 replies indicate that large companies are regarded as superior in respect to paying their bills more promptly, and about equal in respect to paying higher wages and giving better prices to the consumer.

In respect to four of the seven comparisons, namely, concern for local employment, community interests, the welfare of employees, and competitive practices, small business men consider small companies definitely superior to large companies.

If the opinions of the general public are similar to those of the small business man reported here, it means that large business companies still have a big job of community relations ahead of them. While there has been some emphasis on the importance of local programs of community relations in recent years, the work done by

large companies in their local communities seems still far from adequate.

In order to give this subject of size a greater significance than that of business alone, the following three questions were asked and the results are given:

"Which of these organizations do you think is the bigger?"

Answers	per cent	Don't Know (per cent)
a. The Metropolitan Life Insurance Company	19	Yes No Answers
The Social Security Administration of federal Government	64	39 56 5
Don't know or no answer	17	
b. The National City Bank of New York	21	
The Reconstruction Finance Corporation	57	
Don't know or no answer	22	
c. The Consolidated Edison Company, Inc.	30	
The TVA (Tennessee Valley Authority)	41	
Don't know or no answer	29	

Evidently, the majority of our panel of small business men realized that all three government agencies were larger than the private agencies mentioned.

The prevailing criticism at present is the political criticism against bigness in business. To have asked only the question as to whether the Government should limit the size

of private business would have left us without any frame of reference by which to evaluate the answers. Therefore, in our questionnaire we asked:

"In your opinion, should the Government limit the size—"

Answers	per cent	Yes No Know (per cent)
a. To which a company may grow?	39	56 5
b. To which a labor union may grow?	64	31 5
c. To which a government bureau or corporation may grow?"	78	16 6

No matter what the attitude of small business men toward big business, the majority are against having the Government limit the size of a company. However, a large majority are in favor of having the Government limit the size of its own government corporations and of labor union organizations.

We have some supplementary evidence on this point from questions asked in our periodic Psychological Barometer. (The Psychological Barometer is a periodic nationwide survey originated by the Psychological Corporation in 1932, and conducted four times a year with 10,000 personal interviews in homes from coast to coast.) The November, 1948, Psychological Barometer survey of 10,000 persons included the following question:

"Which kind of monopoly is the most dangerous: monopolies by big companies, monopolies by big labor unions, monopoly by Government?"

Answers	per cent
Monopolies by big companies	27
Monopolies by big labor unions	25
Monopoly by Government	25
Uncertain	23

Thus, it appears that the general public has become aware of the threat of power and bigness in areas other than private business. The current congressional investigation of monopolistic practices by the labor unions may further reflect this awareness.

Still further evidence of the current apprehension concerning power concentrated in the labor unions and in the Government, as contrasted with the power concentrated in big business, is seen in the answers of our group of 500 small business men to these questions:

"Which, if any, of the following has produced the most difficult prob-

How the questionnaire looked

From your experience with large and small companies:

ANSWERS IN PER CENTS

QUESTIONS	Small Co's	Large Co's	Un- same certain	
a. Which usually pay higher wages?	37	40	11	12
b. Which show more consideration for the welfare of employees?	60	28	7	5
c. Which pay their bills more promptly?	23	47	17	13
d. Which are more apt to contribute their share to community funds for welfare, health, etc.	55	27	12	6
e. Which are more concerned about local employment?	73	17	5	5
f. Which are more square-dealing in competitive practices?	44	30	15	11
g. Which do most to give better prices to the consumer?	38	40	12	10

(Continued on page 70)



Lauren W. Guth (second from left) heads General Electric's Creative Engineering Program which has been turning out promising young inventors since it was started 12 years ago

Road Test for Brains

By MACK TAYLOR

AT SCHENECTADY, N. Y., are the headquarters of a most unusual laboratory. Its chief raw materials are latent creative ability, high I.Q. and Y.I. (Yankee Ingenuity). Its final product—promising young inventors. Other laboratory projects fuss with chemicals or electricity, but this one's job is shaping inventive minds.

It's the General Electric Company's "Creative Engineering Program" set up to tutor engineers with top creative talent. G.E. admits that some of the factors that make an inventor are hereditary,

UNLIKE other laboratories, this one works to develop creative ability

but feels that most of them are environmental; that a man with creative ability must have the right surroundings for his talent to flourish. It was this thinking which led to the establishment of the program 12 years ago.

The idea is panning out. Graduates already have patented more inventions than engineers their

age in the company as a whole.

Competition is open to all tyro G. E. engineers and graduate shop apprentices. Since Maynard M. Boring and the late A. R. Stevenson, Jr., first organized the program, sponsors have tried every means from mechanical aptitude tests to handwriting analyses to
(Continued on page 76)



GEORGE LOHR

IT WILL be recalled that President Truman, after his successful crossroads campaign for re-election and his own interpretation of that phenomenon, announced a long list of "liberal" legislation which his administration proposed militantly to support.

Major items were repeal of the Taft-Hartley Act, a civil liberties program, enlargement of the farm support and social security programs, socialized medicine, federal housing, federal education, and, among others of presumably dwindling importance, an extension of the regional authority idea

to the Columbia River basin.

Out in the Pacific Northwest there was at first only mild uneasiness about the President's Columbia Valley Authority proposal, even among the few but exceedingly vigilant observers of the national scene. It was known, of course, that regional authority proponents ranked high among the President's advisers. It was also known that these people did not regard the Tennessee Valley Authority as a unique and costly experiment in a new field of federal benevolence, but as a permanent forward step in the process of sloughing off

the more cumbersome aspects of representative self-government.

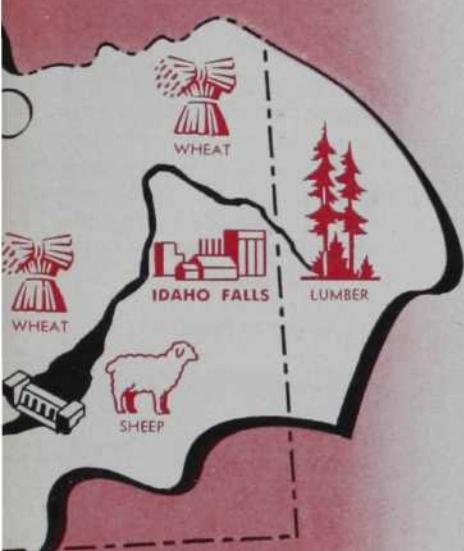
Nevertheless, in the three states primarily affected by the proposed CVA—Oregon, Washington and Idaho—the President's initial gesture occasioned little alarm. Many CVA measures had bloomed and faded in preceding Congresses. Numerous Missouri Valley Authority bills and omnibus bills designed to divide the nation into nine regional authorities had withered on the vine.

The incorrigible Eightieth Congress, in particular, had taken a dim view of such managed economy

Why a Columbia Valley Authority?

By ROBERT ORMOND CASE

THE Pacific Northwest, to its amazement and dismay, is now the battleground for the regional development issue



Thus, on the face of it, there was little cause for alarm. The philosophers were merely on the loose again. A rash of CVA bills following the President's message were signed by neophyte congressmen obviously hurrying to board the administrative band wagon. Other conflicts of far more headline appeal were on the make, notably the labor and civil rights imbroglios. In such a battle of giants the CVA issue—relatively colorless though of profound national importance should it come to the test—must certainly be submerged or brushed aside.

Two events soon jolted the complacence of northwest observers. The first came April 13, 1949, when President Truman sent a special message to Congress reiterating his demand for a CVA, a gesture which raised the issue to top rank among "must" legislation.

The second, and far more disturbing, indicated the extent to which the disciples of regimentation had gained the President's ear. For the first time known to our democratic processes—at least in so open a manner—the Chief Executive had instructed the heads of a department to "inform" the

people of the "benefits" of legislation currently pending before Congress.

More specifically, permission had been given the Department of the Interior to use its propaganda resources—its many bureaus, its thousands of employes and the hidden weight of its multimillion-dollar budget in the Northwest—to influence the thinking of the people of the Columbia Valley, and their congressmen, toward the Administration's proposed CVA. Designated to mastermind this ideological blitz was C. Girard Davidson, Assistant Secretary of the Interior, formerly on the legal staff of the TVA under David Lilienthal, later chief counsel of the Bonneville Power Administration.

To grasp the impact of this latter development, it should be borne in mind that the Department of the Interior's budget and personnel today outranks those of many independent nations. Interior's Bonneville Power Administration exercises arbitrary control of more than half the hydroelectric power output of the Columbia basin, supplies Bonneville power to the area's largest private utilities on a year-to-year basis, and for a decade past has maintained a staff of consultants in the field

and state socialism shenanigans. Moreover, even an enlightened Eighty-first Congress must take note of public opinion in this area. All water associations of the nation were on record in opposition to any extension of the regional authority experiment. The National Reclamation Association and its state affiliates were opposed to it. The United States Chamber of Commerce was categorically opposed to federal regional authorities. The Hoover report favored consolidation of bureaus but specifically frowned upon the authority idea.

"educating" the people as to the benefits of cheap public power.

These two developments—the President's special message and the unlimbering of Interior's heavy artillery—precipitated the current CVA battle raging in the Northwest. It is a showdown battle whose mounting uproar has as yet reached the national ear only as random echoes, but which will inevitably—when and if it emerges from committee to the floor of Congress—become an historic *cause célèbre*.

The reason is inherent in the bill itself. The administration-sponsored S. 1645 (together with the almost identical H.R. 4286 and 4287) is no mere ideological straw in the wind. It bluntly proposes that Congress should relinquish certain of its fundamental constitutional powers. As Harold Ickes himself phrased it in a committee hearing on a similar Missouri Valley Authority bill, its adoption would bring about "a basic reorganization of Government as we have known it for the past 150 years."

A thumbnail outline of S. 1645 brings its ideological aims into sharp focus. Its sponsors claim its principal intent is the consolidation and coordination of existing federal bureaus in the Columbia basin. Much of the bill's wording is obviously designed to create that

impression. Stripped of its benevolent and sometimes misleading verbiage S. 1645 proposes:

A. To create a new geographical unit of government neither federal nor state, comprising 255,000 square miles, or some nine per cent of the nation's land area. Included are all of Oregon (except the Klamath and Goose Lake basins), Washington and Idaho, and parts of Nevada, Utah, Montana and Wyoming.

B. To create a Columbia Valley "Administration" (known as an "Authority" in 19 previous regional bills) comprised of three men appointed by the President (with the approval of Congress) for six-year staggered terms of office at salaries of \$17,500 per year. Two must be "*bona fide*" residents of the Columbia Valley. The third, the chairman, may come from anywhere in the nation.

C. To this three-man board will be delegated enormous executive, legislative, appropriative and spending powers, including:

I. The power to spend all existing federal appropriations in the area (regardless of the purposes for which Congress made such appropriations) and all power revenues (a possible future total of \$525,000,000 at Bonneville's present wholesale rates) as the judgment of the board dictates.

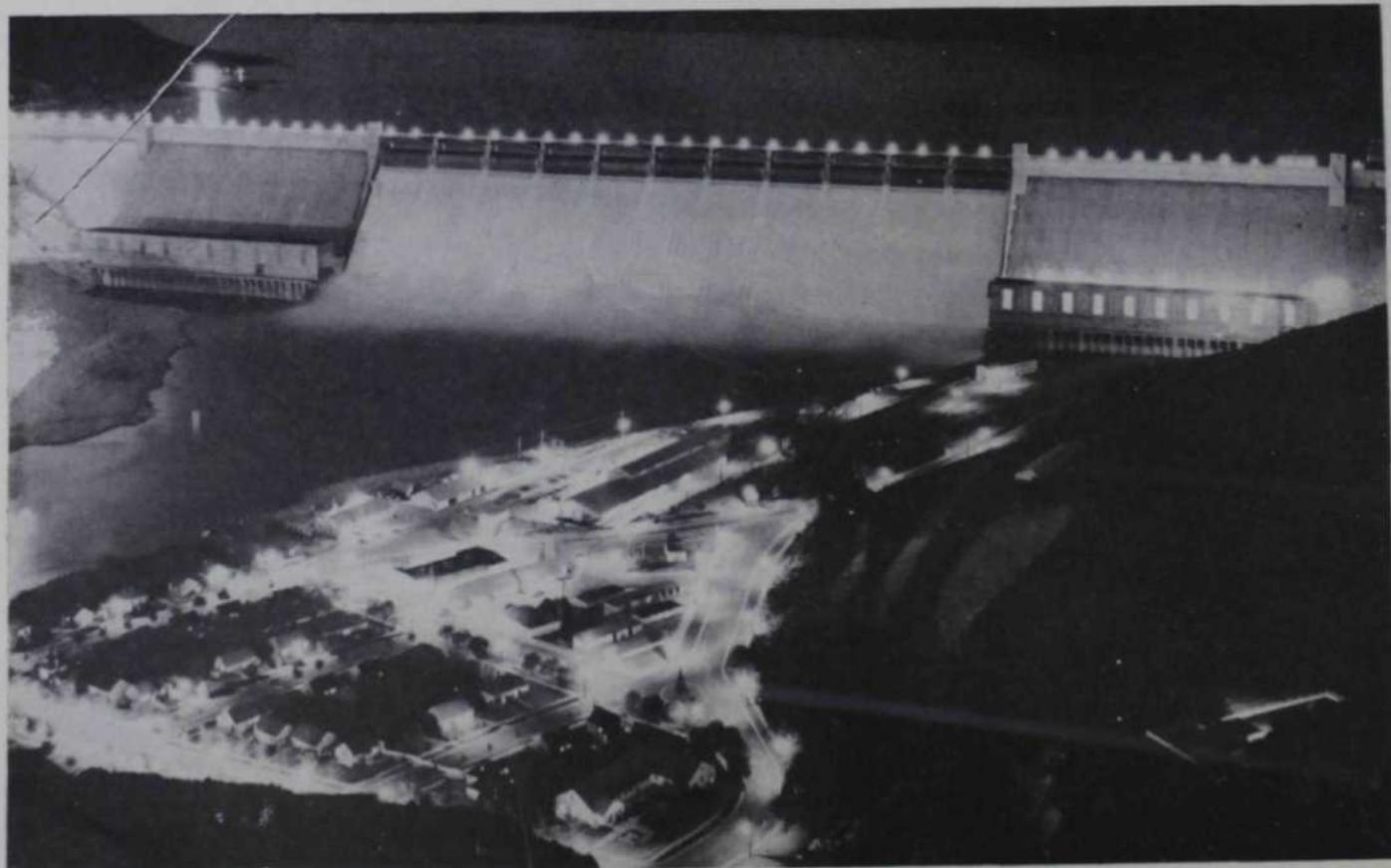
2. All the powers and functions now possessed by the Bureau of Reclamation, the Corps of Engineers (except coastal installations) and the Bonneville Power Administration.

3. Regional planning powers which extend the authority of the three-man board to all other natural resource conservation and development agencies, federal or state.

4. The power to manage and even socialize the entire economy of the Columbia Valley through its authority, at its sole discretion, to condemn real and personal property; to condemn water rights; to sell electric power at retail; to buy and sell real estate; and to engage in any commercial or industrial activity, in competition with existing free enterprise, in the guise of "experiments" and "practical demonstrations" (called "pilot plants" in all previous CVA bills) which are unlimited as to type, cost and duration.

To the President's small but powerful group of advisers this channeling of authority from the President (and his advisers) to a three-man board immune to interference by the people of the region marks a liberal and enlightened step forward in the march of democracy.

(Continued on page 60)



BUREAU OF RECLAMATION

Grand Coulee Dam, athwart the Columbia River, is the world's largest power plant



MONTANA FISH & GAME COMMISSION

Will There Be Good Hunting?

By HAROLD TITUS

THE PLANE zoomed low over the prairie marsh, within 100 feet of the lush grass beds which were threaded and dotted by small, twinkling waterways and bright pools. The insignia of the U.S. Fish and Wildlife Service painted on its body—a wild goose in flight—was especially significant because the craft indeed flew now like an old honker coasting in to scan a tempting spot before coming to rest.

"Here we go!" sang out the pilot as he crossed above his landmark. The two men behind him, tally sheets ready on clip boards, tensed a trifle as they closely eyed the terrain, each on his own side.

A trio of blue-winged teal took wing as the ship purred over their loafing place. A hen mallard jumped, circled shortly and set wings to alight again near the spot from which she had been disturbed. A pair of pintails rose from rushes to the left and streaked beneath the plane.

HOW long you can hunt and how much you can bag this fall were determined by the census which checks trends in game supplies

"Got the pins," said the observer on that side, checking them on his record.

"Right!" responded his companion, straightening a bit to make a close count of a bunch of drake ruddy ducks taking off 100 yards away, their brilliant bills and rich chestnut breasts identifying them nicely.

The summer inventory of the continent's waterfowl population was on. Over other marshes of the Canadian provinces—the richest duck breeding grounds on earth—other planes flew, manned by representatives of the U.S. Fish and Wildlife Service and of the provincial game departments. Along the Arctic coast another ship covered the vast, dreary areas where such species as scaup prefer to rear



their broods. South of the border still more craft were in the air on similar errands and all over the nesting area men on foot, in cars, in canoes checked the birds in sloughs, potholes, lakes and rivers. On the information they turned up was based the regulations by which 2,500,000 wildfowl hunters in North America will be governed in their pursuit of game this autumn and winter.

To the uninitiate this matter of reckoning supplies of ducks, pheasants, deer and other wild species may seem interesting but not too important. To men responsible for game management, however, it is a vital undertaking because hunting license sales have doubled in the decade. More than 13,000,000 citizens of the United States and Canada will make such purchases this year. For the right to take guns afield they will pay more than \$30,000,000. The other money they will spend in harvesting game crops will total many times more.

A careful study made in Ohio three years ago indicated that hunters in that state laid out more than \$60,000,000 to exercise their license privileges. In Vermont, it cost a resident on the average \$73 to get his deer while a nonresident paid out \$227 for goods and services before he secured his trophy to the front fender of his car. Hunting is a big business and, from the economic angle alone, well worth insuring for the future.

If game supplies in any category are short, then shooting seasons must be restricted or closed so that a satisfactory breeding stock may be carried over to another year. If supplies are up to a point where ranges are overcrowded—as is the case with many of our deer herds—then hunting must be encouraged to reduce the creatures to a point where their habitat can keep them fed and sheltered. Long experience has proven that it is as unwise to overgraze wildlife pastures as it is those which sustain domestic stocks.

Although hunting has been of great economic importance to countless communities for years, it has only been within the last 20 that good business practices have been attempted in the field. I mean, such practices as determining how much of any item exists, learning how much can safely be harvested, and how to increase the annual crop. As recently as 1930 the late Aldo Leopold, who terminated a brilliant career as professor of game management at the University of Wisconsin, reported that Michigan was the only state making a serious attempt to put its game resources on a sustained-yield basis. And in Michigan at that time the late P. S. Lovejoy, in charge of those resources, was begging for money and men to find out how many pheasant, ducks, deer and whatnot the state produced. Until then seasons had been set by guess-work; lawmakers considered a few random opinions as to abundance and statutes were formulated on that basis. Few state game departments had authority to expand or restrict seasons or limits as many of them have today.

"It's just as cockeyed a procedure," Lovejoy said, "as it would be for a stock or poultry producer to guess how much he could market annually and still retain sufficient breeders to stay in business."

In those days waterfowl hunters weren't finding as many birds as they had a few years before. Quail,

HERBERT LANKS
FROM BLACK STAR

Farmers helped Wisconsin rewrite
state rules on pheasant shooting

prairie chicken, rabbits and other game species were dwindling as agriculture took over more natural habitat, clean farming practices made fields and pastures less attractive homes for wildlife and forest fires ran virtually unchecked. All the time, more hunters were going afield.

So the idea of game as a crop came into general acceptance by necessity and, among other things, the techniques of inventorying were developed. The U. S. Biological Survey had tried its hand at counting the nation's waterfowl population in the late '20's and learned much of how *not* to do the job. Then came the Civilian Conservation Corps, with abundant manpower, and the game technicians had opportunity to perfect census procedures.

Even today, with game inventorying reduced to nicely functioning formulae, exact counts are not the objective. With most species and for other than sampling areas such precision would not be practical. What game managers must know is the *trend* of supply; whether it is up or down and by what percentage. The kill of a given species per hunter and per unit of hunting effort can be deducted because enough hunter reports are obtained to represent a decent cross section; so, with information of what is on hand and what probably will be taken, a safe harvest can be predicted.

covers five to allow for local delays due to bad weather. Specific areas are set up for each individual or group to cover. The same area is checked on the same date and, so far as is possible, by the same personnel year after year. Army, Navy and Coast Guard planes and vessels are utilized as well as all the suitable transportation which the various states may have in service.

Until 1948, this winter inventory was confined to the United States and the lower Alaskan coast. Since then, however, the study has been extended to Guatemala and the West Indies and a fairly good scanning of Mexico's interior lakes was added last winter.

Although exact figures are not the goal, experienced men become so skillful that checks of visual counts against areas sampled by aerial photography show that veteran observers will be within ten per cent of correct totals even on flocks numbering more than 5,000 birds. As for species identification—well, a trip afield with one of these lads will leave a fairly capable bird watcher breathless!

The continent's supply of ducks took a terrific drubbing during the drought years of the middle '30's. The old 90 day or longer seasons and 25 bird daily limit were curtailed to as low as 30 days in 1934, some species protected altogether and limits



U. S. FISH AND WILDLIFE SERVICE

Because they range widely, migratory waterfowl are hardest to inventory

Because of their wide distribution and migratory habits, the inventorying of waterfowl is by far the most elaborate of any of these undertakings. It is divided into two phases: the winter survey, made after the gunning season has closed, to determine the trend in numbers that survived not only the sporting arms but all other hazards they encounter between breaking out of the shell and coming to rest on wintering grounds; and the summer study to indicate how many ducks and geese, compared to other years, made it back to their traditional breeding grounds and what they were able to do by way of perpetuating their kind.

The work is in charge of the U.S. Fish and Wildlife Service. All states cooperate fully and more than 1,300 trained individuals are engaged in the winter check, which is made during a five-day period in January. The actual activity is normally done within three days but the period designated

drastically reduced. Then, with added rainfall, the upward spiral began. By 1940 inventories showed such satisfactory gains that hunters got 60 days of shooting with the daily limit fixed at ten.

But by 1946 waterfowl were in trouble again. True, fewer guns were on the marshes and lakes in the war years but other things had happened. The world demand for food from North American prairies had caused the destruction of more nesting sites; the invasion of more wet lands by the plow, the drainage of Gulf coastal marshes where ducks traditionally winter had reduced habitat and in 1947 the season was whittled to 30 days, with four birds only as a bag limit.

Last March, however, hunters were elated at the announcement of a 12 per cent increase in wintering ducks and 32 per cent more geese. The hunter who had been held down to few days and light

(Continued on page 72)



ACME



WIDE WORLD PHOTOS

DENTIST: Dr. William Osmanski was a Holy Cross, Chicago Bears star

There's Future for Some

CLEANER: Tuffy Leemans, former Giant back, prospers in Washington

INTERNATIONAL NEWS PHOTO



YEARS AGO, football scouts reputedly ranged the hinterland asking husky farmer boys where the nearest town was located. If the boy picked up the plough and pointed, the scout knew he had a prospect.

Brawn, not brains, was the order of the day in all sports. Ring Lardner characters abounded on baseball clubs. Many stars felt uncomfortable in shoes—it was a poor pitcher, indeed, who could not hit a dime at 40 paces with a squirt of chewing tobacco.

Today, it's all different. The big tackle down on the farm has been to Europe, Asia and half a dozen places. He can spot a city slicker a mile away. He has an agent, a future, a career. The modern athlete is a smart boy, indeed. More and more he is discovering that he can use his name in headlines now to keep himself out of the breadlines later.

Sports is becoming not merely an end in itself for an increasing number of American athletes but

THE DAY of the strong back and the weak mind in professional sport is gone

a means to an end. This is especially true of football and basketball and it is gaining momentum in baseball. In pro football, the proportion of players who use their heads for more than running interference is tremendous.

The gridiron game today is a springboard to the professions, to business success, to Congress, to coaching jobs, to big money. The Chicago Bears have produced so many successful alumni that they actually conduct an annual homecoming each season.

Let's peek at a few of the professional footballers who have made a springboard of the game:

Whizzer White, University of Colorado All-American halfback of a few years ago, used the money he earned later from the Pitts-

burgh Steelers to further his studies in England, where he had won a Rhodes Scholarship. The Whizzer also studied at Harvard Law School, served as secretary to Chief Justice Fred Vinson, and now is a Colorado lawyer.

La Verne Dilweg, who played on three Green Bay Packers championship teams, later went to Congress. Jim Lee Howell, New York Giant end, became an Arkansas state senator.

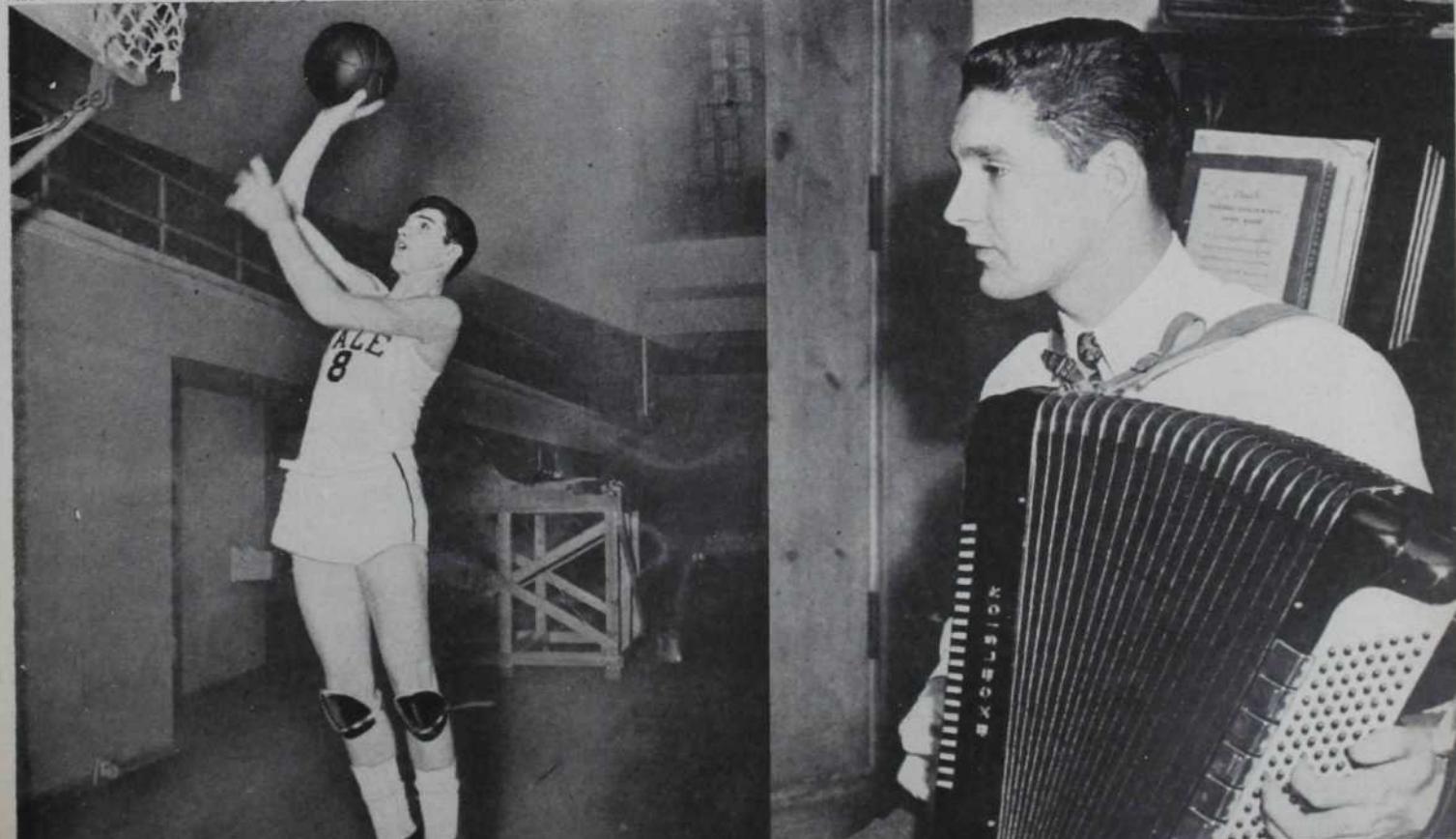
Duke Slater of the Chicago Cardinals is now a municipal court judge there, and Roger Kiley, former Cardinal end, is a superior court judge in the same city. Apparently, if you want to be a judge in Chicago, you should play pro football.

The average tenure of a pro

in Headlines By PAUL GARDNER

COMPOSER: Tony Lavelli, recent Yale courtman, has turned to music

WIDE WORLD PHOTOS



football player is about five years. A generation ago, the boys averaged \$100 a game, or less. Sometimes, in the outlands, they failed to catch up with the promoter. At present, it is a different proposition.

Pay for a pro football player starts at about \$6,000 and is gradually ruining the clubs in both the National League and the rival All-America Conference who are battling one another to a standstill. But the wily contemporary athlete takes his fee, using his spare time to build up a business or study a profession.

Remember Tuffy Leemans, the famous Giant back? He is part owner of a cleaning and dyeing firm in Washington, D. C. Don Hutson, the Packers' all-time end, is an automobile dealer in Wisconsin, owns a bowling alley and cocktail lounge in Green Bay. Hugh Gallarneau, ex-Bear back, is an executive of Marshall Field in Chicago.

Professional football, with its new minimums and with salaries exceeding \$15,000 for a Sid Luckman, a Sammy Baugh, a Bob Waterfield, gives a young man plenty of opportunity to save money for a career in life. It is a godsend to young men who like law, dentistry, medicine. One team, the Bears, has turned out doctors Danny Fortmann, Anthony Ippolito

and Joe Kopcha; dentists Bill Osmanski and Johnny Siegal. Dr. Mike Mandarino prepped with the Philadelphia Eagles; Dr. Les Horvath fixes teeth during the week, cracks them on week ends for the Cleveland Browns.

We are not arguing from these success stories that you should urge your son to play professional football. After all, these men were good enough to make a major league. For most average athletes—the good, but not great high school or college player—it would probably be better for the youth to enter business immediately, rather than to be overshadowed by more sensational players.

What we are emphasizing, though, is that the current pro football player, of whatever stratum, furthers his business career, rather than retards it, when he dons a uniform.

Professional basketball, which has skyrocketed nationally since the operational success of Ned Irish at Madison Square Garden, has given to college basketball a renown which may mean important money to them, either in business or as players.

Ernie Vande Weghe of Colgate, Tony Lavelli of Yale, Don Barksdale of the University of California at Los Angeles, Bob Kurland of Oklahoma A. & M., and Wallace ("Wah-Wah") Jones of Kentucky

represent the newer type of basketball athlete.

Vande Weghe, the Colgate sharpshooter, was tempted with a sizable offer from the New York Knickerbockers. Meanwhile, he had been accepted by the Columbia University Medical School. At last reports, Ernie chose medicine rather than basketball.

Lavelli, all-time high scorer for Yale, was offered \$11,000 to play pro basketball in Syracuse. He turned it down to be a song writer after he had sold three songs.

"It's nicer to be a Cole Porter," he reflected.

Incidentally, Cole Porter earns more than any athlete we have been investigating.

Barksdale and Kurland are two of the bright type of basketball player who accept positions with "amateur" teams rather than with pros. They play with big teams affiliated with firms, like the Oakland Bittners, Phillips Oilers, et al. Their play helps publicize their outfit—meanwhile, the athletes learn a business, establish themselves simultaneously. It is ideal and has many pro fives biting their nails as they cannot compete with these offers.

Smart athletes who can call the turn, as in pro basketball, plan to play it for a few years—the average yearly salary is upwards of

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LEGISLATOR: Jim Lee Howell, another Giant, is a senator in Arkansas

WORLD WIDE PHOTOS

WIDE WORLD PHOTOS





A Quick Spring to Success

By ARTHUR BARTLETT

WHEN young Joe Gerber pulled the elastic out of his pajamas he had only an idea. He has something else now

JOE WAS in a hurry. So he pulled the elastic band out of his pajama pants and made a "rubber ruler." It worked so well that, in two nights, Joe got three weeks' work done in his course in aeronautical engineering.

That was three years ago, when young Joe Gerber was a student at Rensselaer Polytechnic Institute at Troy, N. Y. Faculty engineers at R.P.I.—and many others—now call the instrument which Joe has

since perfected a greater aid to engineering than any tool since the invention of the slide rule.

The Gerber Variable Scale, it is called. You may never have heard of it. Few have, as yet. The Gerber Scientific Instrument Company has just begun to produce it, and is such an infant industry that to Joe himself it is still a spare-time proposition. The rest of the time he works as an aeronautical engineer in Hartford, Conn.

Yet engineers who have seen and used Joe's invention hail it as an amazing short-cut through tedious hours of intricate calculation. They say it will revolutionize industrial designing and many other jobs. It is no longer a rubber ruler, literally, because it is now made with a coil spring instead of elastic; but it stretches or contracts, spacing intermediate points proportionately. Used in relation to the nonelastic basic scales along which it runs, it gives quick, graphic answers of proportions, spacing, interpolation and so many other problems that it seems almost to be a mechanical brain.

Some engineers say it saves them as much as 75 or 80 per cent of the time usually required for

many jobs. They see it releasing skilled workers in all sorts of industries for more creative work. They predict that it will mean greater production, lower costs and more accurate results—that it will, in short, be a new and telling lever to lift still higher our standard of living.

All because Joe Gerber was in a hurry. In a hurry to get his school work done. In a hurry to become an engineer.

Others may sometime write of Joe Gerber with all the reverence and awe due a famous inventor. For Joe has been inventing things ever since he was in knee pants, and the variable scale is only one of a number of promising inventions already to his credit. But the Joe of this story is not famous—not yet, at least. He is a friendly, eager, dark-haired young fellow of 25. His story is the story of the education of a D. P. and of his discovery of America. It is proof that America is still being discovered, and by the kind of discoverers that have made it the kind of a country that it is.

Back in Austria, where Joe—full name, Heinz Joseph Gerber—was born, his technological talent had been little appreciated. As far as his family was concerned, he admits, this may have been partly because of certain juvenile uses to

which he put it as a youngster—as when he electrified a door knob, causing the maid to drop the tea tray in a clatter of confusion. But as he looks back on it now, interest even in the constructive possibilities of modern technology was almost nonexistent in his Old World homeland as compared to America.

Says Joe of his first impressions of this country—the subways, the skyscrapers, the elevators—"It was like a dream of where I had always wanted to live. I knew: 'This is the country for me.'"

Getting here had not been easy. The ship on which he arrived was the next to last allowed to bring refugees out of Hitler's Europe before war closed all escape routes. Joe is Jewish, and only a combination of fortunate circumstances had saved him from a Nazi work camp and perhaps extermination.

Yet in Vienna, where he was born, Joe's family had been well-to-do and respected, in the pre-Hitler days. His grandfather had been one of Vienna's prominent physicians. His father was in the automobile business.

In the Gerber home there was a nursemaid for little Heinz, as he was then called, as well as other domestic help.

It was the nursemaid, Joe recalls, who gave him the construc-

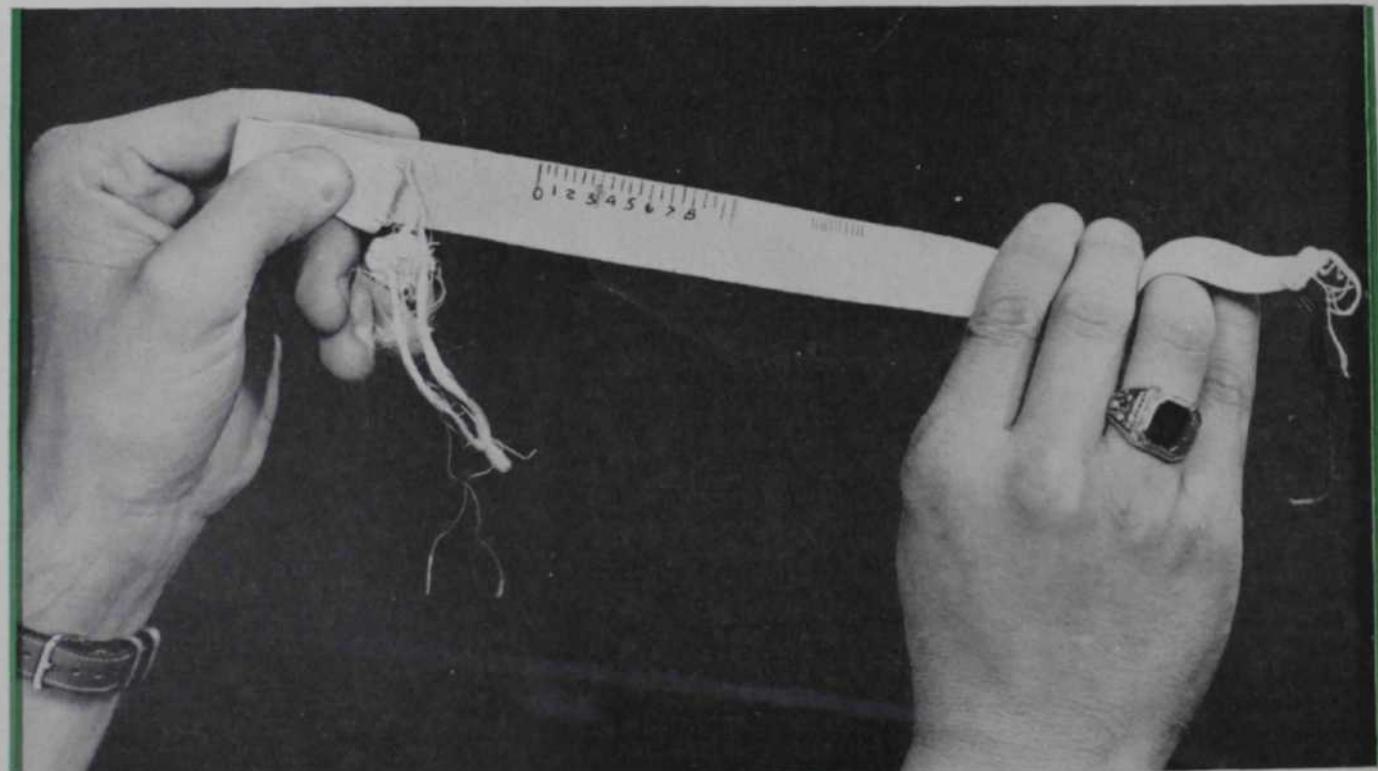
tion set which first aroused his passion for making things. He was six then, and had a cold, and the nurse was supposed to keep him in bed.

"I guess it was a pretty tough job for her," smiles Joe, looking back on his childhood from the advanced age of 25. "Anyway, when she got tired of reading stories and playing games, she bought this little wooden construction set, and made a toy steam engine with it for me." He was so excited, Joe remembers, that he demanded to be allowed to try it all by himself, and had soon made a steam engine without help.

By the time he was in grammar school, Joe was making miniature racing cars, electric cigarette lighters, and dozens of other things of a mechanical nature. A constructive citizen was in the making.

This, then, was the young Heinz Joseph Gerber who might have become an Austrian technician, had the world remained normal.

When the time came, he passed his examinations for the Realgymnasium, the Austrian equivalent of high school, and began aiming toward the University—in the meantime, building bigger and better radio sets, a motor for his bicycle, and numerous other things, and dreaming his technolo-



The elastic band that launched Joe Gerber, former European refugee and R.P.I. student, on what has become an exciting and profitable business career

PHOTOS BY BURIAN-MOSS

logical dreams. Then Hitler marched into Austria.

That was in 1938, and the two years that followed were years, not of dreams, but of nightmares. With four years yet to go before qualifying for the University, Joe was tossed abruptly out of the Realgymnasium. His father managed to get him into a private trade school where he studied dress designing, and some of his designs were accepted by French publications; but life for Jews in Austria became increasingly difficult. Escape became the only real goal or hope.

Once the family tried to escape into Switzerland, but was caught. Joe and his father were loaded aboard a train for a concentration camp, but contrived to escape. By the fall of 1939, however, they were arrested again, and shipped off to labor camps. Joe, because of his youth and the intervention of influential friends, was released; but he never saw his father again. Two letters came back from him, the latter saying he had escaped into Russia. Joe and his mother have never heard from him since.

In the meantime, Joe's mother was making frantic efforts to get the necessary papers for them to come to America. It was still possible if friends or relatives in this country—then still neutral—sup-

plied affidavits guaranteeing their financial status for five years, and if the right strings were pulled and the right palms crossed in Austria. In 1940, they finally made it.

It was in New York that Joe got that first indelible impression of America as the land of his dreams. It was not only the buildings and the machines and the cars, but the people—their friendliness and willingness to help a fellow human being. Americans, he discovered, were not stiff and drilled, like Germans, but independent and unafraid to be themselves. "Relaxed" is the word Joe uses to express his first impression of us.

But Joe could not relax—not yet. He and his mother had virtually no funds, but they had no intention of living on the friends who had guaranteed that they would not become public charges. The Hebrew Immigrant Aid Society found them a room, helped his mother get work as a dressmaker. Joe, then 16, his English vocabulary so limited as to be almost useless, got a job as a bus boy. Their joint earnings amounted to \$12 or \$13 a week.

People did not yet call him Joe. They called him Heinz, or some such approximation of it as Hans or Hans. But he soon began telling everybody to call him Joe. It sounded more American.

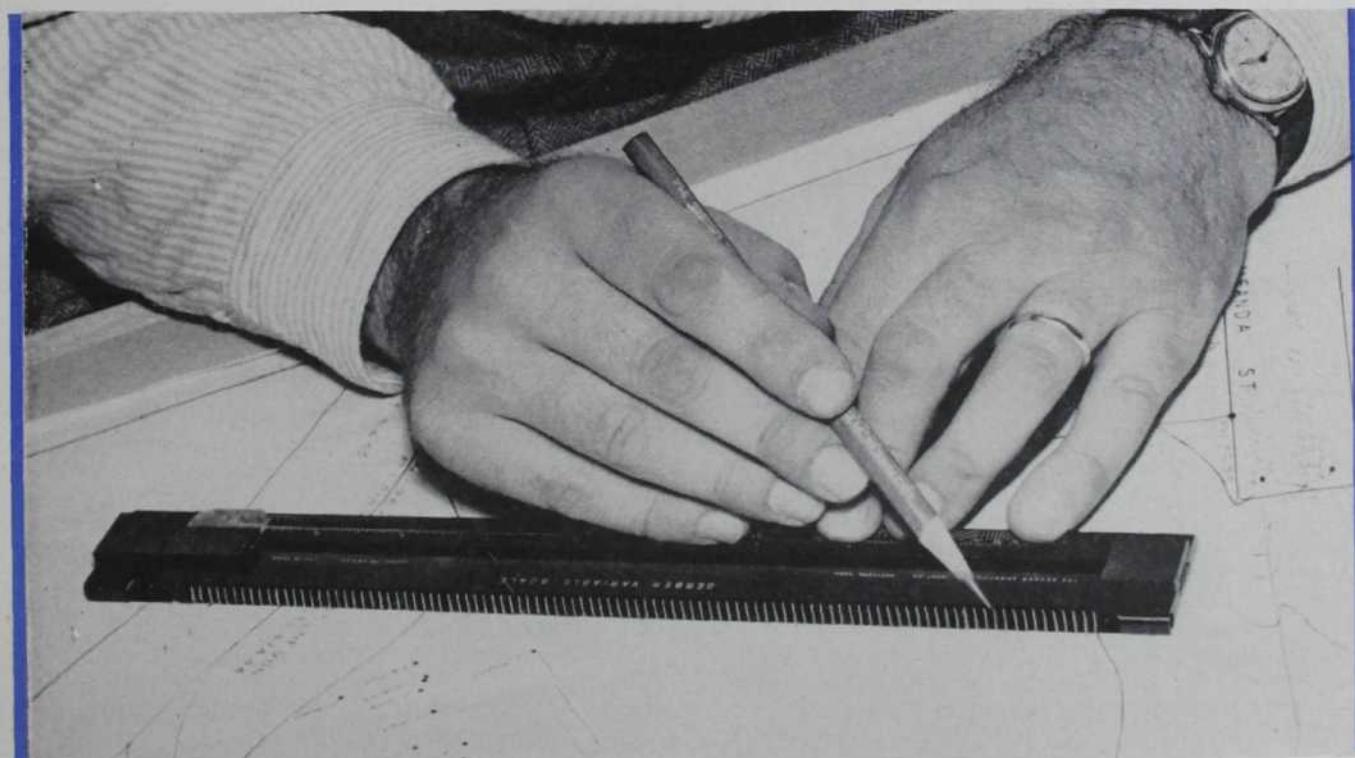
The waiters Joe worked with held out the hope that he might soon rise to their more elevated and profitable status, but Joe had no intention of making that kind of a career. Here in America, he was more than ever eager to be a technical man. There would be no family money now to finance his education. He would have to earn it himself. He enrolled in a New York high school.

The English that he had picked up from waiters, cooks and bartenders was more spicy than elegant. And even at the high school, some jokers told him solemnly that certain phrases, which he later learned to be highly indelicate, were the proper idioms to use in normal conversation. Yet the more he learned to know Americans as persons, the more he wanted to learn not only to talk as they did but to be like them in other ways.

One day at the Hebrew Immigrant Aid Society, Joe heard somebody say that it was difficult to get assimilated and to become Americanized in a big city like New York, where foreign populations tended to flock together. If that was so, Joe decided quickly, he and his mother would go somewhere else. So they moved to Hartford.

Joe got a job as a picker in the

(Continued on page 62)



Uses of the variable scale are said to be limited only by the imagination of engineers. The Air Force and Navy also have found it a valuable instrument



PHOTOS BY ALFRED PUHNE

Carroll Doane heads up the men who collect data for the company's maps

IT COULD happen in any American town, large or small: the "funny paper man," a stranger who carries a large board marked in many bright colors, striding the streets in mysterious fashion, and trailing a group of fascinated kids like the Pied Piper of Hamlin.

Likely as not, this "funny paper man," as the kids often call him, will be indulging in some peculiar antics: pacing the width of a street and counting his steps, climbing atop a garage to squint down an alleyway, making detailed notes as he stares intently at some perfectly ordinary frame house or shed. And the kids, interested in the sheets of paper on the board, with the bright splotches of yellow, pink, orange, green and blue, like Dick Tracy or Flash Gordon, are likely to ask this funny paper man for a copy of their favorite comics.

But the paper on the board of the stranger isn't a sheet of resplendent drawings and it isn't funny—except in the sense that it might be remarkable, strange or amazing.

For the man is one of the 110 surveyors who cover the country for the Sanborn Map Company, and the map he is making, or bringing up to date, can do wonderful things.

In some distant insurance or sales office, a copy of that map, through its rainbow of colors, can virtually speak.

Knowing the key to these colors, a business man who has never been in the neighborhood can see it

Maps That Look Like the Funnies

By RICHARD TREGASKIS

as if by combination television and X-ray. He can see that the house at 8 Pine Street, for instance, is a three-story dwelling, with a mansard roof covered with shingles, made of brick, with three windows on each floor at the sides. This much he might know by television: but he would need an X-ray to tell him, as the map does, that the walls are not solid brick, but a veneer over wood, that they are eight inches thick, that the skylight atop the building is of glass reinforced with steel, that two families live in the house.

This sort of visual and X-ray information is frozen into the contours and bright colors of the funny paper man's map. A glance tells these facts and many more about the house at 8 Pine Street and about other buildings of the neighborhood.

All this may seem to be of purely academic importance, but to an insurance company, maps like these are invaluable. Almost every fire insurance company has a set of them for all insured localities, and depends on them for an almost instantaneous picture of risks in any neighborhood or building.

Other kinds of companies, like grocery chains, utilities and oil firms, use these "funny papers," with their weird stock of information, to help in marketing plans; to aid in locating stores or gas stations, for instance, where the largest number of customers is to be found. For the number of families in a neighborhood, the number of cars and garages, even the amount of traffic on the streets—all these things are evident in a minute to the reader of a Sanborn map.

The magic of the Sanborn map has been going on

for 81 years, since 1868, when D. A. Sanborn, a civil engineer of Somerville, Mass., copyrighted his system of symbols and colors. The idea of coloring maps to indicate the character of buildings in a town was not new even then. As early as 1758, in London, the Phoenix Assurance Company had made such a map, probably for tax purposes.

But the invention was not developed until 1852, when a civil engineer immigrant from London, William Perris, published a colored map of New York City, probably this country's first, for insurance use. The Aetna Company developed the idea, charting several U. S. cities to assess fire risks, and one of their surveyors was Sanborn, detailed to do some work in Tennessee. Sanborn grew enthusiastic, evolved an improved system of colors, symbols and scales, and decided to supply maps for insurance companies. Today the company of the same name has charted, with more than 13,000 maps, almost every city of 1,000 or more population in this country and Hawaii. Bound in large volumes, on a scale of 50 feet to an inch, maps of some of the bigger cities include 4,000 or 5,000 sheets, and cost hundreds of dollars.

About one quarter of the Sanborn Company's 500 employes are traveling surveyors, who chart new localities and keep existing maps in the insurance and other companies up to date with revisions. If the house at 8 Pine Street is torn down and a store put up in its place, that is noted by the funny paper man on his board and a new diagrammatic picture of the store printed. This is pasted on the maps of all concerned by a "corrector," so that every owner of a Sanborn map will know that the new building is two and a half stories high, made of reinforced concrete, with a fire wall 16 inches above

the roof, a two-car detached garage, seven wired glass doors, etc.

If and when the store at 8 Pine Street is torn down or enlarged, this will be noted with another printed correction sheet pasted on top of the last. More than 30,000,000 correction sheets are printed by the company each year, and some of the older maps, like the volumes on Buffalo or Cincinnati, are marked here and there with seven, eight or ten layers of pasted revisions. A student of history could trace the history of Cincinnati, block by block and building by building, as far back as 1904 by simply removing the layers.

The Sanborn system is, like other clever inventions, so simple that you wonder it was not developed earlier in history; hindsight is so easy. The system, basically, is only to mark maps with an elaborate color scheme: a frame house, yellow; a brick building, red; a frame building with a brick front, yellow and red; an iron building, gray, etc. A system of letters and symbols conveys other information: a fire hydrant is a black dot, a brick chimney is a rectangle of pink with a black center. The pattern of colors on a map soon gets to be so complex that even today it has to be brushed in by hand on the printed outlines.

In the offices of the average fire insurance company, there is inevitably a map department, with cases where many volumes of Sanborn maps are kept, and a map clerk—or several—in charge. When an application comes in for a policy on a new

Almost everywhere he works, the field man is followed by a fascinated group of youngsters



laundry and cleaning plant at 26 Fleugel Street, Trenton, N. J., the supervisor takes an expert look, and may see that the plant is a poor fire risk because there is a lumber yard close by, the hydrants of the neighborhood are too small, few and far away, and that the building is of wooden frame construction without a sprinkler system and without fire doors.

At this point, the supervisor may write "K.O." (for keep off) on the property, and reject the application. Or he may ask for a more detailed check from one of the firms which specialize in such things, like the Graham or Schmidt inspection bureaus. But at least the Sanborn map gives him a quick preliminary picture of the risks.

The maps are a swift aid in home offices in another way: as a quick check for information whenever a fire is reported. In the Continental Insurance Company offices on Maiden Lane, New York, for instance, District Supervisor Arthur J. Kiessling scans his *Journal of Commerce* first thing each morning, spots fires which have occurred in one of his areas, and calls for the appropriate Sanborns. At one look, he can quickly tell the size and surroundings of the insured properties, what kinds of buildings are involved, their value—and, from penciled notes drawn in by the map clerks, the policy numbers and amounts, type of coverage, etc.

When particularly large fires or other disasters occur, the Sanborn Company now renders another unusual service: catastrophe reports. Beginning with the San Francisco earthquake in 1906, it has sent men into disaster areas as early as rescue workers and reporters to assess damages for all kinds of insurance companies and others.

When Texas City, the oil town near Galveston, had her terrible series of explosions in April, 1947, the company's field man in Houston, A. V. Burney, was on the scene the first day, while explosions were still occurring. In two days, he made detailed notes of the whole disaster area on his maps, and the next day, a Saturday, the maps and notes arrived at Newark Airport by air express, and were rushed over to the company's head offices in downtown Manhattan. By Monday morning, freshly printed maps of the damage, in black and white, were sent out to all the major insurance companies of the country. Comparing the new maps with the large colored ones in their files, the insurance people could see such minutiae as that the front wall of the store at 406 Texas Avenue, the one of hollow concrete block construction, had been knocked down; but that the veterans' clinic next door suffered only broken glass. Or that the store built of iron-reinforced concrete block at 406-410 North Sixth Street had two cracked walls.

To gather such detailed information as this, in such a short time, field man Burney of Houston needed his 26 years of experience with the company. Today, with expanding services for not only insurance companies, oil and grocery chains, and utility companies, but for mortgage and banking firms, advertising concerns and municipal departments, the field man who makes the talking maps must be practically a brainchild. Kenneth B. Buchanan, the president of the company, says two to three years of training and experience are necessary before a man can become a qualified field worker.

To prepare field men, the company runs schools in many cities. Besides practical trigonometry and drafting, some unusual subjects are taught: like The Proper Bearing in the Presence of a Dog (dogs are considered occupational hazards), and Tact With Strangers. Care of the feet is another practical matter dealt with, since the average field worker walks about 20 miles a day in his job. Exact pacing, measuring of distances within inches by a precise stride of 30 inches, is another strange but practical subject.

Probably the Sanborn field workers have more weird adventures even than traveling salesmen, because they spend much of their time in very small towns, where strangers are objects of curiosity and sometimes suspicion, and where there are only the most primitive overnight accommodations.

Besides being pestered by neighborhood kids for funny papers which they don't have, the map men are often viewed with alarm by the housewife, especially when their survey activities lead them to thump on walls (to see if they're veneered) and climb on sheds (for unobstructed views). The chief of the field workers, Carroll Doane, once spent half a day in the hoosegow in Birmingham, Ala., before his identity could be established.

In prohibition days, the map men were often taken for "revenooers," especially in the whisky-still backwoods country of Kentucky. Today, they are mistaken for tax assessors by many townspeople, and in this case, of course, no affection is tendered them, at least until their true mission is established.

Dogs remain the main foes for these wanderers of the town streets. As Doane says, "Dog bites are not uncommon in workmen's compensation cases." That, he says, is why dog psychology is one of the important items relayed to the students in the schools of the Sanborn Company.

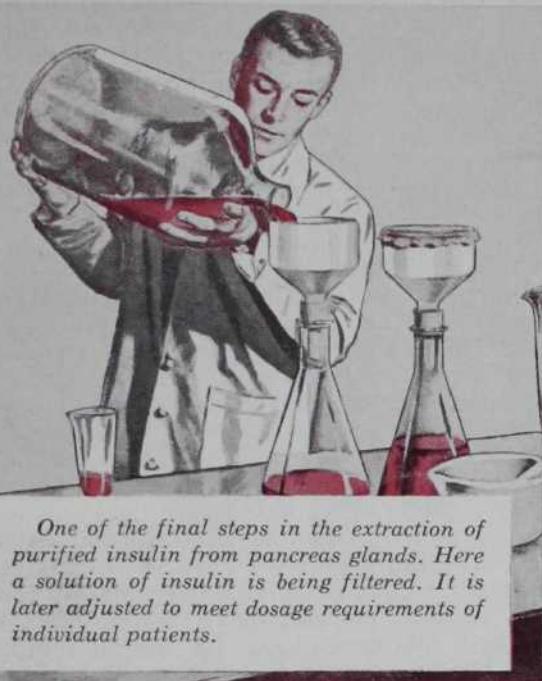
"A dog," he says, "can read your mind. If you're afraid, he can sense it. If you think kindly of the dog, or ignore him, it deflates his ego."

In case a dog is immune to psychological meas-



A Sanborn map shows such detail as type of roof and construction of a skylight

Progress in fighting DIABETES



One of the final steps in the extraction of purified insulin from pancreas glands. Here a solution of insulin is being filtered. It is later adjusted to meet dosage requirements of individual patients.

What medical science is doing . . .

Great advances have been made in controlling diabetes. The discovery of insulin in 1921 has led to a much greater life expectancy for the average diabetic today. For example, at age 40, the expectancy is more than twice what it was before insulin was developed.

Medical science is still on the march. It has developed different types of insulin. Some are quick acting with a short term of effectiveness, while others are slower acting but longer lasting. Recent research gives hope that there soon will be available a single insulin that combines both the rapid and more lasting effects. In many cases, this would mean better control of the disease.

In addition, it has been discovered that diabetes can be produced experimentally with a substance called *alloxan*, as well as by other means. This may shed new light on how and why the disease develops. Various studies, including research with radioactive isotopes, also offer hope for important advances in the treatment, and perhaps the prevention, of diabetes.

What you can do . . .

Recent surveys indicate that in addition to the million known diabetics, another million people in our country have diabetes and are unaware of it. So it is wise for everyone to keep alert for these warning signals—excessive thirst, hunger, or urination, continual fatigue, or loss of weight. It is important to see a doctor at once if any of these conditions appear.

Doctors recommend that everyone have an annual physical examination, *including tests for diabetes*. These tests are especially important for those who have diabetes in the family, those who are overweight, and those past 40 years of age.

Diabetes is a condition in which the body is unable to utilize properly the sugars and starches in food. While there is as yet no cure, modern medicine can generally control it through insulin, diet, and exercise. By following the doctor's advice about keeping these three factors in proper balance, it is usually possible for the diabetic to live a practically normal life.



Making one of the tests for diabetes. Chemicals are added to a sample of blood. The resulting changes in color help to indicate the level of sugar in the blood. A high level may signify diabetes.

COPYRIGHT 1949—METROPOLITAN LIFE INSURANCE COMPANY

**Metropolitan Life
Insurance Company**

(A MUTUAL COMPANY)

1 Madison Avenue, New York 10, N. Y.



TO EMPLOYERS: Your employees will benefit from understanding these important facts about diabetes. Metropolitan will gladly send you enlarged copies of this advertisement—suitable for use on your bulletin boards.

ures, and persists in wanting a bit of man-flesh, surveyors are advised to use force—the only available weapon being the plywood map board, which has sharp corners. But even in the use of this instrument, the funny paper man must use tact and judgment. The dog's master or mistress is likely to resent any manhandling of the pet, however large and fierce. One hot-tempered map man was rough on the domesticated wolves he encountered in his travels, and had to be fired because there were too many complaints from irate housewives.

Most of the time, however, although they are strangers, the map men enjoy cordial relations with the inhabitants of the towns and cities they survey. Especially in the factories and business establishments, where they must make notes on the inside of the buildings, they are well received, because they bear letters of introduction from the local insurance agent or municipal authorities.

Letters from the authorities, though, don't have much effect on one matter of great concern to the map men: housing. If a town has no hotel or decent boarding house, they have to make the best of existing facilities. When Field Boss Doane was a junior surveyor breaking into the job, he soon discovered this disadvantage of his rather romantic profession. Stopping at a small town near Pittsburgh, he took lodgings in a tiny, rickety hotel, and after the first

night went storming down to the management to complain that the bed sheets were dirty; in fact they were speckled with what appeared to be blood stains. The management assured him that the sheets were clean, that perhaps these were a few ancient spots which hadn't come out in the wash. Doane didn't want to press the complaint too far in view of the shortage of housing, but, the next morning, he looked again at the sheets and noticed that the number of blood spots had increased considerably: then he knew he had been through his first encounter with bedbugs, that they had been feasting on him during his sleep. He lost no time in moving.

Later on in his career, Doane had to sleep in a barn for several weeks while doing a map survey in Florida. The year was 1928, the Florida land boom was on, and there was absolutely no housing to be had. The crew finally rented a quarter of a farmer's barn as their sleeping quarters; and at least there were no bedbugs.

Another veteran field worker, Angus Craig, recalls an early job in Crandon, Wis., where he encountered something new in hotel-keeping. He signed up to pay at the weekly rate, but had to finish the job more quickly than expected, and decided to leave before the week was over. When he asked for his bill, the hotel clerk asked for payment at the daily rate. When Craig protested, the clerk didn't argue. He simply opened a drawer,

took out a revolver, and placed it beside the register book. Craig quickly paid as requested.

As increasing numbers of hotels, tourist rests, motels and camps are built through the country the lot of the Sanborn field men becomes easier, of course; the nation is growing more civilized. But with increasing civilization, the funny paper man's job grows more difficult in other ways. As more and more businesses find uses for the maps, the field worker discovers he has many new items to check.

As Buchanan sums it up: "The greater part of our work is with fire insurance, but we look to marketing for expansion. Most manufacturers have reduced their manufacturing costs to a minimum. The big problem is to market the products and place them on sale at the most advantageous spots. Our maps can offer a tremendous store of information along this line."

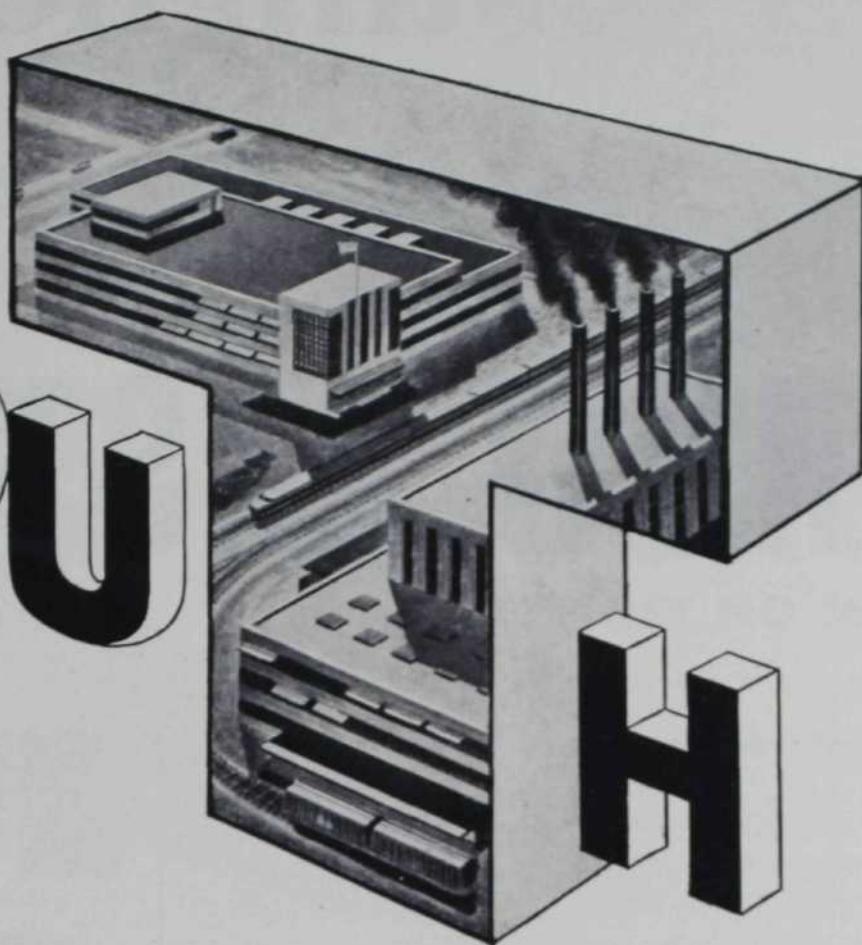
Most of the information which marketers need is already on the maps, says Buchanan, but for specialized needs a few extra items are added: for the oil companies, to aid in locating filling stations, the men now must check details of existing gas stations in any neighborhood—their age, the number of greasing pits or bays, the number of cars in a neighborhood, the zoning laws (which must usually be sought at the town hall or at the chamber of commerce). Other potential clients, like grocery or drugstore chains and dime store firms, have extra considerations—such as whether the neighborhood is growing more prosperous, or is declining.

So there is more work, these days, for the field men, and the finished maps are growing more complex and various even than the strange "funny papers" which have long interested the kids.

A sideline which is new to the company since the beginning of World War II is the making of maps for the air and ground forces. An "E" was awarded for good production during the war, though nothing startling in the way of military innovations has been achieved by the company as yet. But military maps are still being made for the Air Force by Sanborn, and if past performance is any indication, then talking maps, X-ray maps, television maps, or something equally startling can be expected—and the field men may conceivably be involved in aerial adventures as strange as those that come to them as "funny paper men."



THE
SOU



Suits to a "T"

WHY has an average of one new factory a day located along the lines of the Southern Railway System during the past three years?

Because industries are discovering that the South served by the Southern is a "gold mine of opportunity"! With a wealth of natural

resources and advantages, expanding consumer markets, skilled and willing workers...and a bright future...the South suits all industries —to a "T".

"Look Ahead—Look South!"

Ernest E. Morris
President

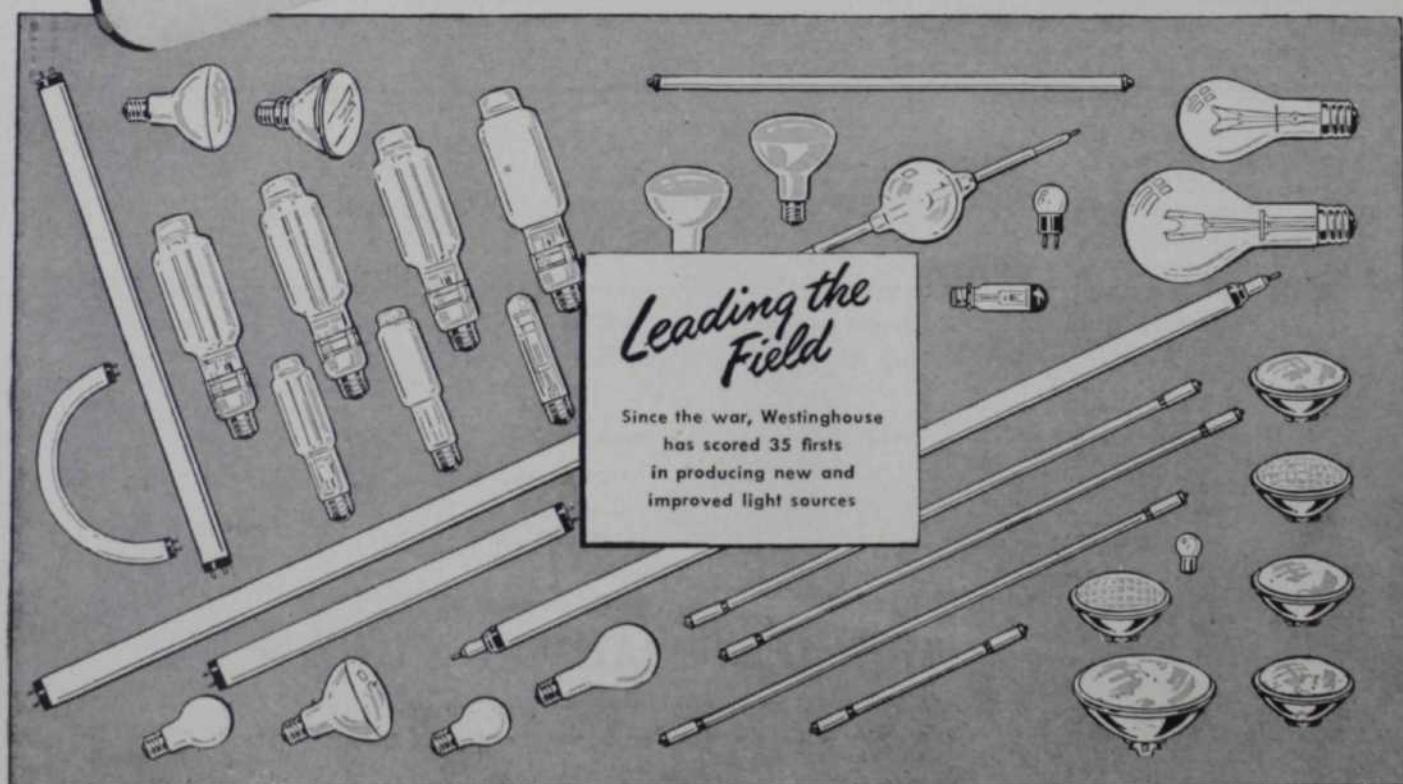


SOUTHERN RAILWAY SYSTEM

The Southern Serves the South

Westinghouse Fluorescent Lamps

NOW LAST 3





WESTINGHOUSE

TIMES AS LONG!

...YET COST NO MORE!

SAVE 2/3

SAVE THIS — one lamp now lasts
as long as 3.

LAMP COSTS

TIME SPENT REPLACING BURNED OUT LAMPS

SAVE THIS — lamps need be re-
placed only $\frac{1}{3}$ as often.

Now Westinghouse fluorescent lamps will last $2\frac{1}{2}$ years in average store installations . . . 3 years in average one-shift office or factory installations.

This amazing increase in life was engineered into Westinghouse fluorescent lamps many months ago.

Since then they have been under strenuous life tests —tests that cannot be hurried. Now the results are in and they prove that Westinghouse lamps last three times as long as before! Lamp Division, Westinghouse Electric Corporation, Bloomfield, New Jersey.

**YOU CAN BE SURE...IF IT'S
Westinghouse**



HERE'S how some stores
are reaping larger business
crops from the same sales
patch to stay in the black

It's Showdown

Time for the Retailer

By JACK B. WALLACH

RETAILERS this year are making two or more sales bloom where only one flowered 12 months ago, and they are far from satisfied with the sales crop. Caught between price declines and expense rises, the die has been cast for them.

At the midyear point, several of the nation's foremost merchants emphasized again that their only hope of eking out adequate dollar sales totals lay in accelerating the increase of units sold. By the end of the first quarter, the average transaction size of department stores was not far below last year-end's \$4.65.

But during the second quarter

this figure, easily double the pre-war average, was shrinking. Spring clearances and close-outs started the toboggan, and summer wind-ups added downhill momentum.

Consumer price indices don't tell the whole story. They don't record sale prices, and only bona fide bargains currently are attracting the quantity buying essential to rolling up the dollar volume needed to absorb ever higher operating expenses. Next time you read that the consumer price index is up or down, bear in mind it represents original price more often than selling price.

These conditions have been taken in stride by retailers, but

they have placed upon practically all types of stores the necessity of achieving heavier physical turnovers of merchandise, more sales per sales person and greater productivity of selling areas.

In the last so-called normal prewar year, department stores averaged \$31 per square foot of selling space annually. Last year they did better than \$80 and at present, it is estimated, an average of \$75 is being approximated. It is a good average but not good enough.

According to one leading firm of store designers, there are four steps to take in reaping larger business crops from the same sales

patch. The first is to insure that traffic flows freely through a store without congestion or confusion.

Basically a problem of store design, other elements enter into the solution. One large department store's traffic study showed that its main floor aisles were dead-end arteries. Traffic was choked off from vital sections of the floor, and they were becoming atrophied. The store called in a firm of designers.

It was revealed that the normal flow of traffic from entrances to elevators was obstructed. In consequence, shoppers wandered in a maze and, in their efforts to reach the store's only means of vertical transportation, blocked the main aisles. Upstairs as well as downstairs, departments were consequently "starved" and the store was failing by a wide margin to realize its maximum potential.

Curving main aisles were laid out to replace the former dead-ends. The course of traffic was plotted so that all street floor departments were made readily accessible. The main thoroughfares also were widened.

These improvements resulted in a gain of more than \$300,000 in sales in the first month after the improvements were completed. Upstairs departments, nourished by a steadier flow of traffic, benefited equally and the store within three months led others in its community in volume increases over the previous year.

Many smaller shops, confronted by high remodeling and renovating costs, cannot embark on such a modernizing program. Nevertheless, many improvements can be made. Columns can be utilized for display and selling.

In the millinery department, a table built around a mirrored pillar not only puts waste space to work, but makes it possible for one salesperson to wait simultaneously on four customers.

Step two in increasing the productivity of sales space is to facilitate quick selection of merchandise. A shopper should seldom have to ask the location of a department. She should be able to see it unless, of course, it is on another floor.

With departments no longer segregated, counter corners rounded to accommodate more customers and to add to the illusion of one department flowing into another, and merchandise related, one sale naturally should lead to another.

On the premise that nobody sells a shopper as quickly and as satis-

SCRAP LOSS REDUCED FROM \$2665 TO \$306 IN ONE MONTH!



This remarkable instrument steps up production for Michigan non-ferrous foundry

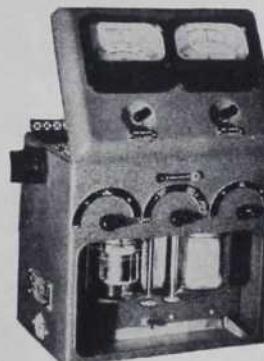
ONE of the largest producers of propellers for outboard and inboard motors had trouble in the foundry with porous castings.

A Cities Service combustion specialist was called in for consultation. With the aid of the Cities Service Industrial Heat Prover instrument he soon found that the trouble was due to excess air in the furnace gases and offered suggestions to correct the situation. Result: Scrap loss was reduced from 4100 to 471 lbs. and effected a saving of \$2359.

Countless cases of similar results are now on file. If your operation includes industrial furnaces and heat treating units of any size or type, you too can profit from such service. Write today for our special free demonstration.

Cities Service Industrial Heat Prover analyzes exhaust gases quickly and accurately. Indicates either improper percentage of air or excess combustibles in the furnace gases.

FREE! A fact-filled booklet entitled "Combustion Control for Industry" is available upon request. Write Cities Service Oil Company, Sixty Wall Tower, Room 485, New York 5, N.Y.



CITIES SERVICE

QUALITY PETROLEUM PRODUCTS

factorily as she sells herself, convenience in selection has become a major merchandising factor. Rack and counter stocks are arranged to simplify selection.

Racks now are a bit lower. It was discovered that short women—and the average shopper is under five feet, four—found it tiring and tedious to reach up to high racks.

The cafeteria idea is growing, not only because it economizes on labor, but also because it makes shopping quicker and more convenient. Let the customer collect purchases as she shops from counter to counter.

The third step in making selling space yield a higher return is to minimize stocks carried. Stores in our parents' days used as much as 50 to 60 per cent of their selling floors to stock merchandise.

Today, designers strive to utilize 100 per cent for selling, and often approach 80 per cent of their objective. It is essential that stocks be available, but reserves can't pay rent for sales space and current occupancy costs are prohibitive for any goods that are not selling.

Macy's Brooklyn branch store is said to be one of the first of the postwar retail units to utilize former "dead space" above stock

areas on the first floor, and above fitting rooms, to provide a storage mezzanine.

By doing so, available selling area was increased by nearly 20 per cent and the store, which had a first-year sales plan calling for more than \$4,000,000 worth of business, is understood to have doubled its budgeted goal figure.

Nearly 65 per cent of the cost of distribution, according to a recent study, arises from the handling of goods. Money saved in handling charges can be allocated to selling where it is more urgently needed and where it is more likely to produce business earnings. The stock elevator in new store structures dispenses with street loading and unloading.

Dramatic displays are the fourth step to accelerated selling. While an old subject to retailers, it was only last year that the first attempt was made to study customer reaction and response to displays to discover what made them effective or otherwise.

Eight national advertisers, collaborating in a test made in Rochester and Syracuse, N. Y., for the Point of Purchase Advertising Institute, learned that better displays could boost a dental cream's sales by 97 per cent, send a trademarked tooth brush's sales up 51 per cent and increase lamp bulb business by 20 per cent.

This test did not, however, answer the questions of how long the sales gains would be sustained without consistent national advertising, or how much of the increases came from old customers stocking up rather than new customers sold.

There is no more costly real estate in the nation than the main shopping thoroughfare frontage of America's stores, large and small. Windows must sell to justify 100 per cent locations. Interior display is a far from negligible matter, but usually the store that does a superior window job is equally proficient within its doors. The same principles apply and the same techniques are employed.

Many chains depend entirely upon their displays for promotion.

The coming year is expected to see closer coordination of national advertising and point-of-sale selling. One fashion magazine made an experiment to find out what perfect coordination of advertising and display could mean to a specialty store.

A midwestern apparel shop "sponsored" an advertisement in the magazine, and agreed to have the publication's representatives brief the salespeople, collaborate with the display director, and generally follow through on the advertisement.

In one week, the shop sold more



PHOTOS BY ALFRED PUHNE

A cash and wrapping desk permits clerks to handle more sales



Customers find it difficult to resist merchandise's suggestion to buy

than 550 copies of the advertised dress, and broke all records for advertising response. The dress was not exceptional in value or specially priced. The results could be traced to perfect teaming of advertising, display and selling.

Well informed salespeople are better salesmen, and manufacturers may be counted on to flood stores with information to help these people increase sales and earn larger commissions.

Stores also are attacking the problem of population dispersion to suburbs and outlying sections in two ways—by adding branches and by getting more daily volume from the mail order departments and telephone switchboards.

Both means of capturing additional business have their pitfalls, and many stores are losing money on them because they are not set up to handle them properly.

L. Bamberger & Company of Newark, N. J., is one of the larger stores that is doing an exemplary switchboard job. Its operators are classified as "tele-sellers." Each incoming telephone caller is solicited for business.

Bamberger's has installed a giant blackboard in the switchboard room. On it are listed five "specials" which the tele-seller quotes to the caller. As these offerings are sold out, new specials replace them.

The store is estimated to have done a volume of more than \$8,000,000 last year over its telephones alone, or more than 15 per cent of its total volume.

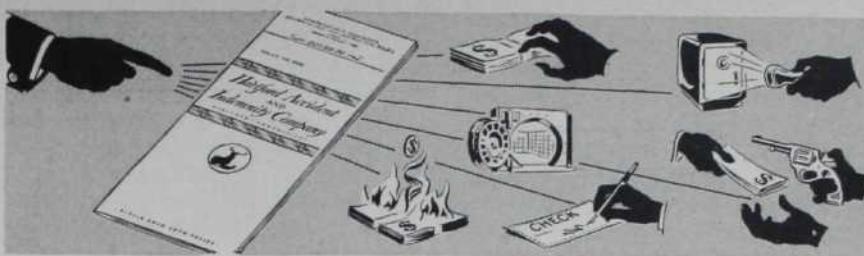
Gimbels in New York keeps its switchboard open on Sundays to accommodate readers of its Sunday newspaper ads. The Boston Store in Milwaukee operates its switchboard 24 hours a day.

Public address systems are coming into increasing use for sales promotional purposes. At regular intervals shoppers are informed of special offerings in various departments. In some instances, these commercials are interspersed with music.

Pushing the view that every department should pay its allotted occupancy costs, stores are breaking with the traditions that dictated certain department locations. Sales volume is becoming the governing factor in deciding departmental locations.

To facilitate revised layouts, strong preference is being shown for interchangeable fixtures. In many modernized stores, it is a simple matter to move departments about overnight.

One apparel store moved its



This modern policy provides 5-way protection for your assets and profits

To get a profit out of your business you must *hold on* to money, as well as take it in. That makes it vital to close every loophole against losses.

More and more businessmen, realizing this fact, are insisting on insurance that gives complete loss-proof protection, and modern insurance policies are designed to satisfy that demand. An excellent example is the comparatively new **COMPREHENSIVE DISHONESTY, DISAPPEARANCE AND DESTRUCTION POLICY**. The protection given by this contract is so exceptionally broad that to equal it you would have to carry four old style policies.

Under this new "DDD" Policy, you can safeguard yourself against losses due to:

1. Dishonesty or fraud committed by your employees.
2. Theft, burglary, robbery, damage or destruction of money or securities within your business premises.
3. Theft, robbery, damage or destruction of money or securities outside your business premises.
4. Theft, disappearance or destruction of securities held in a safe deposit box.
5. Forgery or alteration of outgoing checks, drafts, notes, etc.

Besides being remarkably broad, the "DDD" Policy is extremely flexible—it can be adjusted easily to fit the special requirements of any business organization. Definitely it offers you the best available protection against crime losses and other risks to which your money, securities and merchandise are exposed.

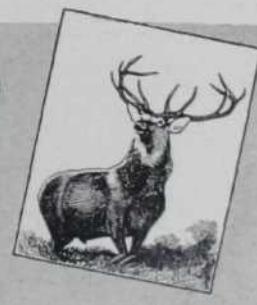
Before some serious loss that could cut heavily into your profits or impair your assets occurs, you owe it to yourself and your business to investigate "DDD" Policy advantages. An explanatory circular clearly outlining what this insurance covers and does not cover will be promptly sent you upon request. Or your Hartford agent or insurance broker will give you details, including a quotation on cost.

In more than 5000 communities you can locate your Hartford agent by calling Western Union by number and asking for "Operator 25."

HARTFORD

HARTFORD FIRE INSURANCE COMPANY
HARTFORD ACCIDENT AND INDEMNITY COMPANY
HARTFORD LIVE STOCK INSURANCE COMPANY
Hartford 15, Connecticut

Year in and year out you'll do well with the Hartford



millinery department upstairs when it found that millinery is such an irresistible feminine attraction that countless women naturally gravitated to the street floor shop, and never ventured farther. In consequence, nearby departments were failing to get their expected quotas of main-floor traffic. When millinery was moved up a floor or two, the department immediately showed a rise in number of customers and a decline in number of "lookers."

An oft-repeated axiom of the department store business relates that the average store does 70 per cent of its business on 30 per cent of its wares. To keep inventories down and turnover up, greater concentration on the 30 per cent is certain for the future.

A close knowledge of what is moving enables stores to realize maximum potential business. Unit control systems cannot tell what merchandise is being asked for. For years, a majority of larger stores have used "want slips" to record the customers' requests for merchandise not stocked.

This system often is hit or miss. Salespeople aren't always too conscientious about making out the slips.

One of the country's largest stores has claimed good results from inviting customers to make out their own want slips and deposit them in boxes placed in every department. This system may afford certain manufacturers a golden opportunity to simulate fictitious demand, but the store has its own method of proving the genuineness of such requests, and has reported that the system has guided it to numerous, new business opportunities.

Mechanized selling has come to the fore, but its development still is in swaddling clothes. Not long ago every cash sale had to be chuted to the cash room where change was made.

Today, a majority of street-floor departments handle all cash sales immediately in registers. Fewer cash sales are being written up. The register tape records the sale and the stub becomes the receipt.

In upstairs departments, cash and wrapping desks are on the increase. This means that salespeople, to a growing extent, are employed merely to help customers select. They initial the article purchased, and the customer then takes it to the cash and wrapping desk where the sale is completed. Salespeople thus are relieved of all but selling functions.

Last year, the average depart-

ment store salesperson handled about \$15,000 worth of business. In stores where the cash-and-wrapping-desk system was employed, she undoubtedly handled a good deal more. It is strongly indicated that salespeople will have to handle a greater number of transactions to equal peak dollar sales averages.

In their quest of fast-moving items, stores are utilizing the facilities of reporting services. Two of the latter today are daily informing stores throughout the United States, Canada and countries abroad about advertised and unadvertised merchandise that is selling well. These reports had limited value during the war and shortage years when goods were being allocated and few producers were adding accounts, but with allocations a thing of the past, manufacturers are just as eager to sell new accounts as the stores are to buy from them.

Today's response from an advertisement in a metropolitan daily is reported in time for the merchant in Chicago, Birmingham

The business of America is business. —Calvin Coolidge

or Boston to realize on a New York store's success. On the basis of such information, a Cleveland store recently staged a \$60,000 sale of men's socks and a Detroit store put over a \$50,000 event in silverware.

Changes in store hours are brewing. One apparel store took cognizance of its proximity to large office buildings and opened a men's shirt sale at 8 a.m. to accommodate the on-the-way-to-work customer. In an hour and a half this store sold more than \$22,000 worth of men's white shirts.

Impressed by their own studies of traffic flows, and the attendance checks made in open-every-night chain and pipe-rack stores, department and specialty store heads are beginning to acknowledge that long established store hours are inconsistent with today's needs and customers' preferences.

One of the larger hardware and appliance stores met price competition with a "Let your conscience be your guide" sale. Instead of offering price cuts, it invited customers to suggest what they considered to be fair prices.

Stores have bucked price resistance in many ways. Savings account clubs have been started to enable consumers to accumulate down payments, fixed-price bar-

riers have been hurdled with nominal trade-ins and all sorts of premiums from tickets to a hit play, to shares of stock in oil well properties.

Sales must be kept rolling, and merchants would rather give away a year's soap supply with a washer than chance losing a valued franchise by cutting the price established by the maker.

Smaller stores are boosting volume by featuring the savings afforded by larger packages or quantities. The thrifty shopper who only means to buy two pairs of nylons at \$1.65 each seldom passes up three pairs for \$4.79.

One small store owner feels that his personal delivery system is his best business builder. He makes it a point to deliver first purchases whenever he can. Once in a home, a glance around provides food for selling. A worn rug, faded curtains or an ante-FM radio reminds him of a "special value" he has.

These are but a few of the multi-fold schemes which retailers have concocted. Their zeal is understandable when it is remembered that break-even points are probably 20 per cent below peak volume figures.

Sales returns are another item that will get increased attention this year. At present the nation's largest department stores' sales returns are running more than 9.5 per cent of gross sales. During the war and scarcity years, returns were practically infinitesimal.

Greater productivity will be sought by weeding out inefficient personnel. Sales returns are a tell-tale sign of incompetent selling. Undoubtedly, price cuts have tended to change the minds of customers who made their purchases at the original prices.

Recognizing that the latter condition could become a crucial problem, Houston, Texas, merchants agreed on a city-wide policy of accepting returns only on a basis of giving the customer the equivalent value in merchandise and banning cash refunds or purchase-price credits.

Advertising research has been revived after several slumbering years. In normal years, advertising's ratio to gross sales averaged, or hovered about, the four per cent mark. During the war when promotion was superfluous and newspaper space was rationed, the ratio dropped materially below two per cent. It is now edging back to its prewar mark, and the advertising dollar is being spent far more judiciously.

To enhance its productivity, re-

sults are being studied and analyzed. One store group found that it was spending more than 60 per cent of its appropriation for Sunday space that produced less than 40 per cent of its week's business.

Comparison shopping is being revived on a bigger scale than ever. Competitive markdowns are being taken with prewar celerity, and the prospects of price wars are high.

By the turn of the year, competition had reached the intensity where stores did not hesitate to rip out nationally advertised trademarks and sew in their own so that they might liquidate inventories at salable prices rather than be stuck with them at fair-traded tickets.

Department and specialty stores' growing stress on lower-priced merchandise is increasing their volume of transactions but it also is shrinking their net profits. By mid-year, department and specialty stores doing an annual business of more than \$1,000,000 had ceased to lament their 1948 decline in net profits after taxes from 4.2 per cent in 1947 to 3.8 per cent.

They faced more immediate worries. Profits, on the average, were estimated to be off as much as 40 per cent from 1948. The chances of arresting the decline were far from prepossessing. Total operating expenses, which averaged 30.4 per cent in 1948, were rising, and sales were in a down trend.

Merchants were having recourse to two remedies. Expense cutting was one of them. Extravagances and inefficiencies that crept into retailing during the lush years were ruthlessly purged. The other curative was the application of rigid inventory controls.

Item merchandising and promotion received retailers' marked attention, and little interest was evinced in articles that couldn't promise sales in telephone book numbers. But items, or fast selling goods, do not lower operating expenses or fatten profits. They must be closely marked as a rule to realize their volume potentials. Therefore they may relieve the most common malady of retailing, but they give little hope of cure.

It follows then that merchants will not relax in their efforts to bring merchandise to their counters and racks at the lowest possible cost, and to get the greatest possible efficiency out of their store plants. Everything that scientific planning, research, traffic control, and mechanization can do to boost volume and preserve a vestige of profit is being adopted. Both stores and consumers will be the better for the experience.

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San Jose, Cal.
Santa Barbara, Cal.
Santa Rosa, Cal.
Seattle, Wash.
Stockton, Cal.
Temple, Tex.
Topeka, Kans.
Tulsa, Okla.
Washington, D. C.
Wichita, Kans.
Wichita Falls, Tex.

Why a Columbia Valley Authority?

(Continued from page 36)

To those of opposite opinion the bill creates an alien and dismaying superstructure of government. To citizens of the Columbia Valley who still believe in free enterprise, a free ballot and the ability of the people to govern themselves, the mere suggestion that such an "administration" should be created would be ludicrous except for the fact that S. 1645 actually has been written and introduced, and is being considered by Congress.

In the Northwest, at this writing, the battle lines are drawn sharply along party or pro-administration lines. Six of the seven governors of the affected states (Oregon, Washington, Idaho, Nevada, Utah, Montana and Wyoming) are solidly against the proposed CVA. Below this level, the pro-CVA forces are spearheaded by Assistant Secretary of the Interior Davidson.

Backing up Davidson's campaign are the widespread shock troops of Interior's Bonneville Power Administration. Bonneville's staff of consultants precede or accompany Davidson in his successive swings through the region, manage his publicity and assist in organizing farmer-labor groups such as the "League for CVA."

During the 1949 session of the Oregon Legislature two members—Sen. Richard L. Neuberger and Rep. Philip Dreyer—unsuccessfully attempted to force the adoption of a pro-CVA memorial to

Congress. After the session it developed that Neuberger formerly had been on the Bonneville payroll, and Dreyer resigned his legislative post to assume "special duties" as a Bonneville consultant.

Principal public support for the CVA comes from farm-labor groups whose organization was either supervised or aided by Interior Department personnel. Farm opposition comes from the Oregon Farm Bureau Federation, the Idaho State Grange and leading livestock, reclamation and conservation associations in the affected states.

General across-the-board opposition comes from industrial, transport, engineering, commercial and mining associations, chambers of commerce, independent citizens' groups and approximately 82 per cent of the newspapers of the area. Two hundred and seven individual organizations in the Columbia Valley to date are on record as opposed to a CVA.

Prominent on this list is the five-state Pacific Northwest Development Association, or PNDA, a militant group organized in 1945 to oppose the first of the perennial CVA bills and which subsequently has kept its powder dry. Davidson has publicly labeled such citizens' groups as PNDA as "fronts" for that ghost of the Insull era, the "power trust."

The PNDA, in its turn, admits with a caustic "why not?" that

power utilities are among its 700 odd supporting members, pointing out that these battle-scarred utilities are still members in good standing of the free enterprise system threatened by the CVA. Moreover, PNDA spokesmen insist, their organization's \$30,000 per year budget is puny indeed compared to that of their principal adversary, the Department of the Interior.

Specifically, PNDA spokesmen assert, Bonneville Power Administration has thus far failed to reveal how much of its multimillion-dollar revenues are being diverted to the CVA battle under such elastic budgetary devices as "public relations" and "administrative expense."

But these are only top-level maneuvers. The average man on the street, aware of the mounting CVA uproar, is befuddled when the implications of S. 1645 are explained to him. His almost invariable first reaction is the moot question: "Why a CVA?" It should be remembered, in this connection, that no measurable public demand for a CVA has ever come from the people of the Columbia Valley; the "demand," without exception, has been channeled direct from Washington.

Attempts of proponents to answer the moot question has resulted in some curious contradictions. Davidson's insistence, for example, that existing federal bureaus in the Columbia Valley are inefficient and outmoded is contradicted by the obvious fact that the region has done well in the matter of building and operating federal projects. Examples are the Bonneville Dam, the world's largest hydroelectric installation at tidewater; colossal Grand Coulee Dam, the world's largest power plant in any category; the 1,000,000 acre Columbia basin irrigation project, already authorized and under construction; and scores of lesser reclamation, flood control and power plants in the blueprint stage and scheduled for construction as fast as Congress provides the necessary appropriations.

Currently before Congress, moreover, is the Corps of Engineers' long-range development plan for the Columbia basin—known technically as Revised Plan 308—together with the coordinated Bureau of Reclamation plan. This \$3,000,000,000 blueprint was prepared at the direction of Congress. In it are included coordinated future plans and programs of existing agencies, and the heads of these agencies (including Sec-



retary of the Interior Krug) formally approved it in a joint letter to the President dated April 11, 1949.

Since Revised Plan 308 also has received overwhelming public support in the Columbia Valley, as evidenced in public hearings, Davidson has been forced to some exceedingly nimble footwork to explain his attacks upon existing agencies, the alleged "demand" for a CVA, and the apparently opposing views of his own departmental superior, Interior Secretary Krug.

As a "selling argument," the administration propaganda line has long since abandoned references to the "benefits" of the TVA type of regional development. Opponents of CVA pointed out that Oregon, Washington and Idaho already boast of "benefits" greater than TVA can claim after 15 years of operation.

Included in the list are the nation's lowest household and farm electric rates; the highest per capita use and the highest per capita farm electrification; some of the nation's most productive irrigated land and the highest living standard as reflected by the average wage scale, home ownership and motor vehicle ownership.

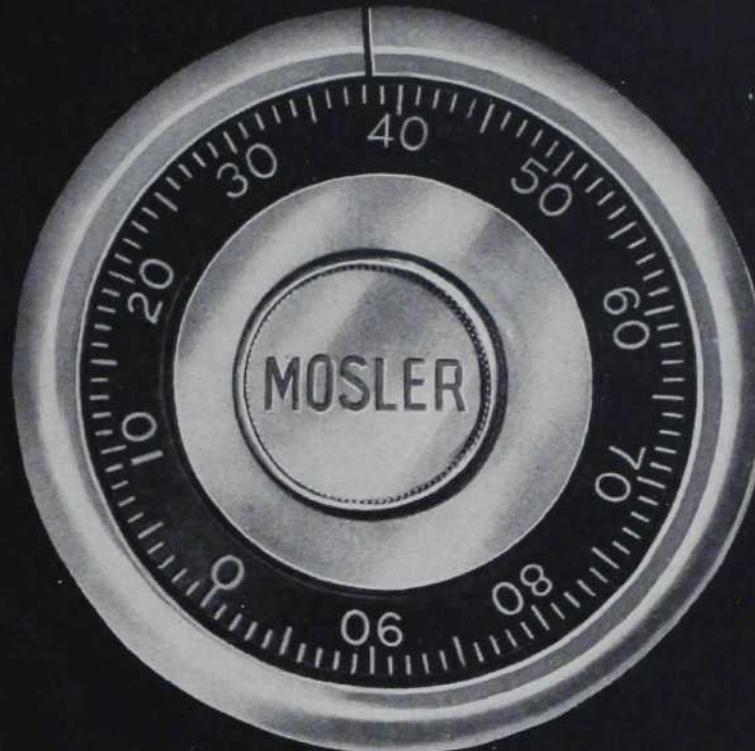
In other words, measured by unemotional economic yardsticks of which CVA opponents make constant use, no single region in the nation appears to be in less need of the benevolent theories which patently inspired the writing of S. 1645 to follow the TVA pattern.

The bill is before Congress, nevertheless, and the still moot question—"Why a CVA?"—is receiving its preliminary airing. Some of its proponents have conceded that the issue may not come to a test in the current session.

It will not die, however. If the present bill fails, a new crop will certainly follow, since the disciples of regimentation and "candy-coated state socialism" have been sampling exceedingly strong meat during the last decade and a half.

Meantime, if S. 1645 reaches the Senate floor, much will unquestionably be heard on the subject of the Department of the Interior's pro-CVA campaign in the Columbia Valley. Regardless of the outcome, future students of political science may well rank that unique spectacle—the people versus salaried employees of the people on an ideological issue—as a significant mutation, or perhaps throwback, in the evolution of representative self-government as heretofore known on this continent.

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A Quick Spring to Success

(Continued from page 45)

nearby Connecticut Valley tobacco fields, and his summer there, in the open under the sun, was a new chapter in his discovery of America.

"It felt good," he says, "after the darkness and anxiety of Europe. It made me feel really free."

Then there was the food. As a tobacco picker, Joe could make up to \$15 a week, when it didn't rain, and he packed his lunch every day with thick sandwiches, fruit and two full quarts of milk.

In a hurry for school

JOE was in a hurry now to get back to the business of getting an education, but before he could do it right, he decided, he would have to build up a financial backlog. So, when the tobacco-picking season ended, he got a job as a salesman. He lost it within a week. His English was still sketchy, and, besides, selling did not seem to be his forte. Then he got a job as a bus boy again. He took it reluctantly. It made him feel stuck in a rut.

The immigrant aid society, still trying to help, sent him to a psychologist for a vocational aptitude test. The psychologist checked his I. Q., and told him he ought to get into some kind of work in which he could use his head. But the best he could do, for the time being, was to go on being a bus boy.

He saved his money. It meant going without a lot of things. It meant no excursions with the other young fellows, no dates with the girls he was meeting. Once a month he allowed himself a cheap movie.

Then he got a break. One of the supporters of the aid society, the wife of a chain store head, took a personal interest in his case, and got him a job in the chain's bakery as a shipping clerk. The pay—\$26 a week—seemed immense. Joe continued to sock most of his money away. By the next fall, he figured, he could afford to go back to school.

The principal of Hartford's Weaver High School listened to Joe's explanation, told him he would be glad to enroll him as a freshman. No, said Joe, it would take too long for him to become an engineer if he had to spend four years in high school. He could do more advanced work, he argued. He wanted to be a junior. Somehow the principal acquiesced, with

the provision that Joe must prove in the first half year that he could keep up with the class, while also studying the first and second year courses on the side and passing special examinations in them. It was a highly irregular undertaking, but there was something urgent in Joe's hurry.

And it took plenty of hurrying on Joe's part to live up to the undertaking. School was from 8:30 a.m. to 2:30 p.m. Then came a bus ride to East Hartford and work in the bakery until midnight. School homework came next. Saturdays and Sundays were given over to freshman and sophomore subjects. Yet the only course that was too much for him in the first three months was English. By midyear he was passing that, too. By the end of the year he had a B average—including one in English. And he had successfully passed all the examinations in the freshman and sophomore subjects.

Two job changes in the course of the year helped save some travel time. He had been a meat cutter in a butcher shop, then an office boy in a business office. He kept the latter job through the summer and, now feeling more secure, he could relax and let his interests have a wider range. When high school reopened, since he had only to be concerned with passing his regular senior subjects, he helped start a soccer team, went out for debating, and generally took such an active part in extracurricular activities that his schoolmates hardly recognized him as the same Joe.

It was this eagerness to be a regular fellow, an American, that was to lead a couple of years later to his invention of the variable scale; but now, in high school, it had another result. It won him a prized scholarship to go to college. Joe, though he had entered his name with other applicants, was surprised to win it, because he had been so intent on extracurricular activities that he had maintained only a high B average in his courses; but the judges, concerned as much with character and all-around promise as with marks, chose him unanimously.

The scholarship guaranteed either tuition or room and board at any college in the country. Joe chose R.P.I., and of all the young would-be engineers entering the institute the next fall, it is doubt-

ful if any felt as stirred to be there as he. Now here he was, a regularly enrolled student in a fine technical institute. "It was really wonderful," says Joe, simply.

It was also, he admits, pretty tough at first. In his rush to get through high school, he had had no time for trigonometry or advanced mathematics. Making up for this meant going back to the old grind—studying day and night. But by the end of the first semester he had his courses well in hand; by the end of the year he was in the top ten per cent of his class, and had won another scholarship, the Gotchall-Powell, which carried for the rest of his course there.

Now he could relax again. Once more, he went in for debating, joined the soccer squad, took up tennis. Eagerly exploring other student activities, he went to a meeting of a religious association, and soon was taking such an active part in the discussion that he was invited to join, though he was a Jew and the group always had previously been composed of Protestants. One of his friends, a Catholic, also joined; the association thus became a small slice of America—Protestant, Catholic and Jew banded together in tolerance and idealism.

Rubber ruler to save time

THAT is how he happened to find himself, one day, three weeks behind in his work in aeronautical engineering. It was not that the work was too hard: he simply had been too busy to get it done. Much of the work involved reading and interpolating curves, and it was then that the idea of a rubber ruler popped into his head. It was an idea that had fluttered into many another's head, in similar circumstances, as a vague sort of wish. But Joe didn't stop at wishing. He pulled the elastic band out of his pajamas, measured off spaces on it, and checked them against a standard engineering scale for calibration as he stretched the elastic out. Then, with his makeshift instrument, he tore into his homework.

Joe didn't mention it to the professor in charge of the course, at first. To do so seemed a bit indiscreet, since the gadget made it possible to eliminate a lot of the work that was supposed to be done mathematically. But he kept on using it, meanwhile considering ways to improve on it. An elastic band, for one thing, would never serve to make a highly accurate scientific instrument. For another thing, its stretch was limited, and

this barred many possible uses of the scale.

But why not use a coil spring? Joe suddenly thought. So he got one and tried it. Sure enough, as he pulled out the spring, the distance between each coil and the next one increased proportionately to the entire expansion of the spring. But as the spring was round, it was difficult to fix a point on each coil by which to measure. An elliptical spring, Joe decided, would be better. So he began working on one, heat treating it over the kitchen gas stove. Presently he had a rough model of what was eventually to become (with a triangular spring in the final version) the Gerber Variable Scale.

Approved by professors

HAVING perfected his invention that far, Joe showed it one day to one of his professors. The professor's reaction surprised him: it hadn't occurred to him that he had created anything revolutionary, but that was the word the professor used. Several others enthusiastically agreed with him. It needed further perfecting, they all said, especially to insure its absolute accuracy; but basically it was the answer to an engineer's prayer.

Joe went back to Hartford on a holiday soon after that, and dropped into the office where he had worked as an office boy. It was just a social call—primarily, Joe admits, on the girls in the office. He was feeling relaxed. When the boss saw him, and invited him into his private office, Joe accepted the invitation readily.

"How're you doing, Joe?" asked his ex-boss, and seemed genuinely interested. It warmed Joe up so that he began talking easily of R.P.I., and all the things he was doing there. Including his invention.

"Have you patented it?" asked the business man, practically.

"No," said Joe, he hadn't felt he could afford to do that, yet.

"I'll lend you the money," said his ex-boss. "Be glad to."

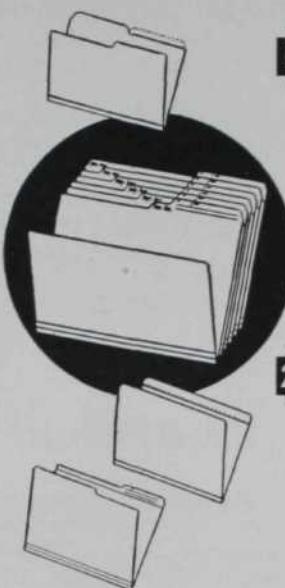
Joe was surprised and grateful, but declined. He was already in debt for his education, he pointed out. He didn't want to be under further obligations.

"Okay," said the business man. "Then how would you like a partner? You'll need financing."

Joe was flabbergasted. "You mean you would like to be my partner?" he demanded.

Joe left his former place of employment walking on air. He had

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promised to send his model instrument back to Hartford as soon as he returned to R.P.I., to let his prospective backer get an independent appraisal of its possibilities; and it was agreed that if the appraisal was favorable, he had a partner, ready and willing to put up the money for patents, development and eventual marketing. The discovery of America was still proceeding apace.

Several days later a bulky envelope arrived for Joe at R.P.I., containing partnership papers to be signed. Engineering executives of half a dozen big firms had told his prospective partner that the variable scale was all that the professors said it was, and more. Each of them, in fact, immediately visualized uses for it which neither Joe nor the professors had thought about. So the Gerber Scientific Instrument Company came into being—and Joe went on with his studies.

Thanks to the accelerated course instituted during the war, he was able to be graduated in two and two-thirds years. And he found time for several other inventions between studies—a vibration analyzer, for instance, and a velocity meter for supersonic speeds, though he later found that somebody else had beaten him to the latter idea and patented it. One day, while shaving with a dull blade, he developed an idea for a simple electric blade-sharpener, and proceeded to make one. He thinks he may put that on the market sometime, but not through the Gerber Scientific Instrument Company. Too frivolous, he thinks.

The one thing he didn't try to hurry was the development of his variable scale into a marketable instrument. It had to be a scientific instrument in the fullest meaning of the phrase, so accurate that it would pass the exacting tests of engineers to whom the merest fractional error or distortion is unpardonable. Joe is now satisfied that this has been accomplished.

So are the engineers who have tried it. At Wright Field near Dayton, Ohio, where Joe had his first job after being graduated from R.P.I., U. S. Air Force engineers were so enthusiastic about it that they have recommended it for standardization as regular Air Force equipment. The Navy also is using it.

To get an independent reaction, I recently showed it, myself, to the head of a firm whose work involves a good deal of industrial designing.

"Why, it's revolutionary," he said, unconsciously using the word

that seems to have become a part of its standard definition. Thinking aloud, he mentioned within a few minutes half a dozen ways in which it could save time and expensive manpower in his own plant. "I'd say," he concluded, "that it is only limited by the imagination of engineers in making use of it."

In a little instruction manual which Joe and his partner have compiled, some of the uses to which it has already been put are listed: spacing rivets; reading odd scales and non-dimensional curves; interpolation; determining the pitch of screw threads; lay-

ing out airfoil sections; making construction layouts; calibrating instruments; odd-scale drawing reproduction; direct measurement of shadowgraphs; reading oscilloscope screens; reading trigonometric functions and derivatives; stress analysis; locating center of gravity.

Of course it is primarily just a time-saver. Anything that can be done with it can be done without it—given time. But here's hoping the day never comes when America stops being discovered by fellows like Joe Gerber, who use their heads to save their time—and ours.

You and a Needed Fact

FACTS always are needed to keep the economy functioning smoothly. It is not surprising, therefore, that the growth of fact-gathering agencies in the Government has been stimulated by the demands.

Basic rules govern fact finding as they do other ways of doing business with Uncle Sam. If you want a fact that a particular agency ought to be able to give you readily, write and ask for it. You need not hire a lawyer or a public relations expert to get what the Government is eager to give you, unless you are in such a hurry that expense is not a major consideration. Nor should you be too quick to ask your congressmen to get the information for you.

If what you are seeking is likely to be a printed fact, look through the basic government publications in your office. If your search is fruitless, go to your city library.

Routine procedure next calls for a check with the chamber of commerce, trade association, or other business group to which you belong. This may save time, for their staffs are expert at fact finding. They are, however, limited in what they may legitimately do for you in connection with your private business. It may then be necessary to organize the search for the elusive fact.

If there is reason to believe that the "fact of great price" is hidden in the tons of data compiled by the Government and available in Washington,

it may be possible to dig it out by a careful search of printed documents. Among the 80,000 publications currently offered for sale by the Government Printing Office there may be one or two volumes containing the solution to your problem. Or the search can be made among the books and records filed in the Congressional Library or the National Archives. GPO catalogs are helpful in this search, or you may be aided by consulting experts in the government department most likely to be the source of the information needed. Do not overlook the National Archives which holds the records of OPA, WPB, FEA and other defunct organizations, as well as files of other agencies.

Of course, it is possible that the facts may not be divulged. Congress has placed limits upon the legitimate satisfaction of your curiosity. For instance, you are not entitled to facts about an individual competitor; a combination of facts that would reveal such information is also kept secret.

Furthermore, facts which can be deduced from basic data gathered by the Government may not be available because their compilation has not been authorized by Congress. Then a campaign must be organized to convince Congress that the information will benefit the country, or the fact-gathering agency may permit you to finance the compilation of data available in files.

—OLIVER HOYEM



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Labor Trims Ship

(Continued from page 30)

this point in a threatened downward spiral of wages. Some few textile companies have already cut wages. If others follow and then others, we might start a downward plunge in incomes that would bring on a depression quicker than anything I can imagine.

"We would greatly deplore any wage cuts at this time and use our influence to avoid one. Such a disastrous move would be one of last resort with Burlington Mills."

That Cowan spoke for all responsible industrialists in this regard is certain. Nonetheless, if business becomes really bad, there is little question that many companies will feel compelled to reduce wages. Trouble seems sure to follow.

"The first cut in pay will start a wave of strikes throughout the country," warns Zaritsky—a view shared by practically every important union official.

According to the Hatters' chief, union members will not be reluctant to strike even in a period of job scarcity.

"Unlike 1929," he points out, "the workers now have unemployment insurance to cushion them over a strike."

Most unions are also prepared to resist any reductions in employer contributions to pension and welfare funds.

Incidentally, there is no longer any prospect of unions trying to tie wages to the cost of living. There was so much resentment among the members of the CIO United Automobile Workers last spring when General Motors, in accordance with its union contract, followed a three-point decline in the cost-of-living index with a two-cents-an-hour cut in wages that labor men now firmly oppose such escalator clauses.

Second in the list of recession trouble spots is the work-sharing problem. Linked with it is the seniority factor. Here business men are going to be caught between two schools of union thought.

Some unions insist upon equal division of the work in slack times. They object strenuously to employer claims that it is more economical to keep a small staff working full-time than to have a larger staff all on part time.

"It's better for an employer," they argue, "to retain all his workers on the payroll. In that way, he

can resume full production the moment conditions improve. Furthermore, it means that all workers get at least something to eat."

A typical stand by a union holding to this view was shown last spring when the first real outbreak of unemployment in ten years came to the men's clothing industry. For a period there was a 50 per cent drop in production in this field.

The CIO Amalgamated Clothing Workers promptly invoked its industry-wide collective bargaining contract, which provided that all work be shared equally among all workers.

"No employee can be laid off," it told the manufacturers.

As a result, employment was staggered, with the 150,000 men and women in the industry each getting an average of two and a half days' work a week.

On the other hand, many unions, especially the AF of L groups in the building trades, advocate rigid adherence to seniority rules. They prefer that newer workers be laid off before the working time of older men is at all curtailed.

"This," they say, "protects the

The merchants will manage commerce the better, the more they are left free to manage for themselves.
—Thomas Jefferson

older men and lets an employer keep his most experienced help."

The Brotherhood of Painters and the International Brotherhood of Electrical Workers, both AF of L, have been adhering to this policy in many localities where building activity has slumped.

There are even splits on this question inside of individual unions. A number of locals of the United Hatters have "share-the-work" clauses in their contracts, while others have seniority regulations. The same thing holds true with the CIO United Electrical, Radio and Machine Workers.

Business men, in the main, seem to prefer layoff systems to work-sharing plans. The head of one of America's biggest manufacturing companies expresses it like this:

"There's only one method for lowering costs in a recession. That is by weeding out your less efficient workers and operating your equipment five days a week with the better employees. That may result in more people being out of work temporarily than if the work were spread, but it would be a cheap

price to pay to get volume flowing again."

Widespread friction over this issue is certain in a recession. There will be disagreements between employers who want to keep a small staff on full-time and unions which want 100 per cent sharing of the work. Even where unions agree to the "small staff plan," there will be trouble. Many personnel heads naturally wish to hold on to their younger and more efficient workers. This, it is safe to say, the unions will bitterly oppose. They will fight to protect their old members.

The one bright spot is that some employers and unions are compromising on this score.

Typical is the contract between the General Electric Co. and the United Electrical Workers. It states that the 40 hour work schedule will be maintained at every G.E. plant until all employes of less than one year's service are laid off. Hours then are to be cut ten per cent before any further layoffs. General layoffs can be made then. While they must be governed by seniority, the contract specifies that "ability will be given consideration."

Some unions are approaching the work-sharing problem from a different angle. They are seeking to limit the number of available workers in their industries. Already many AF of L craft unions have stopped admitting new workers.

"What's the use of taking in more men when you won't have enough work for your present members?" they say.

Out in San Francisco, the heads of the International Longshoremen's and Warehousemen's Union, CIO, have tried to go even further than this. Early last May, James Kearney, president of Local 10, proposed that the local actually suspend one sixth of its membership for a period of four months. This was designed as a move to spread the work among the remaining members.

With the backing of Harry Bridges, the ILWU international president, Kearney urged that Local 10 drop the 1,000 men who had been the last to join.

Although the members rejected this plan, Bridges and Kearney asserted that they intended to keep pressing for its adoption.

More such schemes can be anticipated.

Third among the potential trouble areas is worker grievances, and here the situation does not look too dark.

Some unionists, it is true, expect

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a recession to cause a flood of grievances, particularly in regard to "speed-ups," "a tougher attitude on the part of management" and what they call "chiseling on contracts."

The United Electrical Workers, for instance, recently directed each of its locals "to make sure that its machinery is in order to give maximum protection and assistance to members."

"It is especially urgent," the union's international officers declared, "that each local be on guard against all forms of discrimination, especially against women and against Negro workers in case of layoffs."

However, most labor-relations experts foresee no appreciable difficulty in adjusting grievances during a new recession.

Virtually all labor-management contracts, it is stressed, provide careful machinery for settling grievances, machinery that, in most cases, has been tested by years of usage.

"This machinery," it is said, "will serve as an excellent safety valve in keeping small disagreements from blowing up into shattering disputes. Protection of this sort was generally lacking in past recessions. Now, it will afford us splendid insurance against needless conflict."

Fourth, and the last of the chief trouble spots, concerns anti-union activity. Will there be a wave of strikes resulting from an old-fashioned "union-busting" campaign?

Top labor men anticipate no large-scale anti-union drive. There may be some company-union battling in poorly organized fields, principally in the South, but that, it now appears, will be all.

Most big industrialists concur in this belief. They declare:

"Recession or not, unions are here to stay, and American industry will do nothing to oust them."

One qualification made in this connection is worthy of note, though. Many business men agree with the statement of L. R. Boulware, vice president in charge of employee relations for General Electric, that:

"While unions are not going to be discarded by their members, a great many present union leaders seem likely to lose their jobs."

Boulware predicts "some real questioning by union members on the 'something for nothing' economics which their leaders have been advancing—the kind of collectivist policies which many labor leaders have been espousing."

In addition to these four key

problems, some other sources of labor-management friction can be foreseen in the event of a recession.

Employers who try to step up work loads may encounter union resistance. But it should not be too serious. Conscientious unions say that they will go a long way to help their employers achieve lower costs.

The Textile Workers Union says, for example:

"TWU believes in progress. We want our industry—and all others—to produce more goods at lower prices. Therefore we welcome new methods which help bring this about."

Concerns whose workers are represented by communist-dominated unions will have more grave



"Who fixed the drawer
that always used to stick?"

difficulties. They will have to cope with "anti-employer discrimination" by unions.

Boulware adds in this regard that he is genuinely concerned over the possibility that "certain unions, more interested in political turmoil than economic stability, may deliberately try to debilitate American industry just when its greatest strength is needed to accomplish more attractive products and prices."

The trouble here is that communists-controlled unions, with revolution as an objective, may strive to create discord in each plant, to slow down production and boost costs, all this to drive companies out of business. The more unemployed, the more will these communists be satisfied.

Luckily, though, the number of communist-dominated unions has been steadily decreasing. Many unions, among them the National Maritime Union, and Transport Workers Union, and the United Automobile Workers, have expelled their former Red leaders.

The unions themselves will have

serious internal problems in a recession.

The first will be how to hold their membership. Unquestionably, many unions will reduce their dues.

Practically all will suspend the payment of dues by jobless members.

Union-sponsored relief programs will be launched. And many unions will set up apparatus to help their members with their personal problems—legal sections to aid in fighting evictions, departments to assist members in getting unemployment insurance, etc. Some unions are drawing up plans now for the establishment of co-operative stores so that members can get food, drugs and clothing at lower prices.

Naturally, the unions are going to be hard hit financially. Even now many labor organizations are curtailing expenditures. Organizers are being laid off, clerical help reduced, printing and other expenses cut.

That extensive organizing drives will be postponed is positive.

Battles over recession-time policies will be hot. Already some international unions are having difficulty in holding their locals in line.

Not long ago, a local of one big union offered to reduce its piece rates. It did this when the employer in question explained that only through such a move could he keep his factory going.

When the matter was referred to the officials of the international union, they directed the local to rescind its offer, holding that piece rates must be maintained throughout the industry.

Reluctantly, the local followed orders. The employers closed the plant. At this moment, there is bad feeling between the local and the international union.

Although the international unions will be able to make most of their locals follow policy, some, certainly, are going to break away.

In the course of this survey, I found a number of union officials who have been giving thought to "recession cures." Some have been confining their efforts to industry-wide plans, others have had the national economy in mind. Business men will be hearing more about these plans if a recession really arrives.

Julius Hochman, vice president of the AF of L's International Ladies Garment Workers Union, has a program for stabilizing the multibillion-dollar New York City dress industry. In an effort to curb



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the vast turnover of firms there, he is asking that all dress manufacturers be required, under the terms of their union contract, to build up financial reserves in prosperous times that can tide them (and their employees) over the bad years. In effect, it would be a compulsory savings plan.

In Detroit, officials of the United Automobile Workers are talking of an industry-wide labor-management council to develop plans for "increasing production and lowering prices" in the automobile field.

John L. Lewis has a plan, too. He wants to introduce into the soft coal mines a system for stabilizing production that is now in operation in the anthracite industry.

For the past nine years, a committee of three representatives of the hard coal operators, three from Lewis' United Mine Workers and three Keystone state officials, have been meeting every Monday to decide how much coal should be dug in the Pennsylvania mines during the following week. These mines, which employ 68,000 UMW members, turn out 85 per cent of the country's anthracite.

One Monday recently, this committee decided that 724,575 tons of coal should be mined. This was split up on a fixed quota among the

various mines. It meant that the average miner got three days' work that week, and that anthracite prices stayed firm.

While the anthracite mine owners, in the main, approve this scheme, the soft coal operators have opposed it. Interestingly enough, UMW officials report that they have had many requests lately from other unions for information on the mechanics of the plan.

Little is being said of it yet but both the AF of L and the CIO are speaking of launching a new campaign for a 30 hour week—at 40 hours' pay. It is doubtful whether they expect to win it but they think they can use it as a bargaining point to keep wages up.

Will a recession wreak havoc on the labor-management front?

This seems to depend on how bad the recession gets. If breadlines of the 1932 vintage develop, the mass of working people may lose their faith in the American economic system. Under those circumstances, many business men may also lose their confidence in the capitalist approach. However, if the decline is held at the recession level and not permitted to become a cataclysmic depression, no permanent ill effects are in sight.

What Little Business Thinks of Big

(Continued from page 32)
lems for your business: large companies, labor unions, government bureaus, other small companies?"

Answers	per cent
Government bureaus	58
Large companies	20
Labor unions	20
Other small companies	7
Don't know or no answer	4
None	10

"Would you rather compete with a private company (large or small) or with a government corporation?"

Answers	per cent
With a private company	92
With a government corporation	4
Don't know or no answer	4

In view of the activities of Congress and the federal Government in behalf of small business, the answers to these two questions are especially significant. The fact that 92 per cent of small business men would rather compete with a private company than with a government corporation indicates where the chief fear of size and power lies. The majority of our

respondents believe that their most difficult problems have been created not by large companies, not even by labor unions, but by government bureaus or corporations.

In an effort to determine the attitudes of small business toward competition of various kinds, we asked the following questions:

"Which causes you the most difficult competition: big companies or other small companies?"

Answers	per cent
Other small companies	39
Big companies	32
Neither	24
Don't know or no answer	5

"Where do you think competition is most severe: between large companies like General Motors and Ford, or between small, local companies?"

Answers	per cent
Between large companies	29
Between small, local companies	56
Don't know or no answer	15

"Where do you think competition is fairest: between large companies like General Electric and Westing-

house or between small, local companies?"

Answers per cent

Between large companies	52
Between small, local companies	26
Don't know or no answer	22

"Do big companies make it easier or harder for small business to prosper?"

Answers per cent

Easier	28
Harder	53
Don't know or no answer	19

In general, small business men believe that their primary competition comes from other small companies. They also believe that competition is more severe between small companies than between large companies.

Of the various attitudes of small business toward big, the one revealed in the last question above is perhaps the most alarming, because it is the one most likely to bring about restrictive laws. Many antichain store statutes, for example, stemmed from the agitation of independent merchants who felt their prosperity was endangered. Since our survey dealt with broad attitudes rather than detailed facts, it does not show the extent to which small business men are aware of what big business actually does to help small business. For example, figures compiled by N. W. Ayer & Son show that in the case of a single industry, the automobile and truck industry, 32,439 retailers have gone into business to distribute the products of 43 manufacturers. Ayer further reports that a single auto manufacturer places orders with 1,071 suppliers in 243 towns.

No matter what their criticisms of large companies, small business men agree, five to one, that large companies do more good than harm. This is shown by their answers to our final question:

"On the whole, do large companies do more good than harm or more harm than good?"

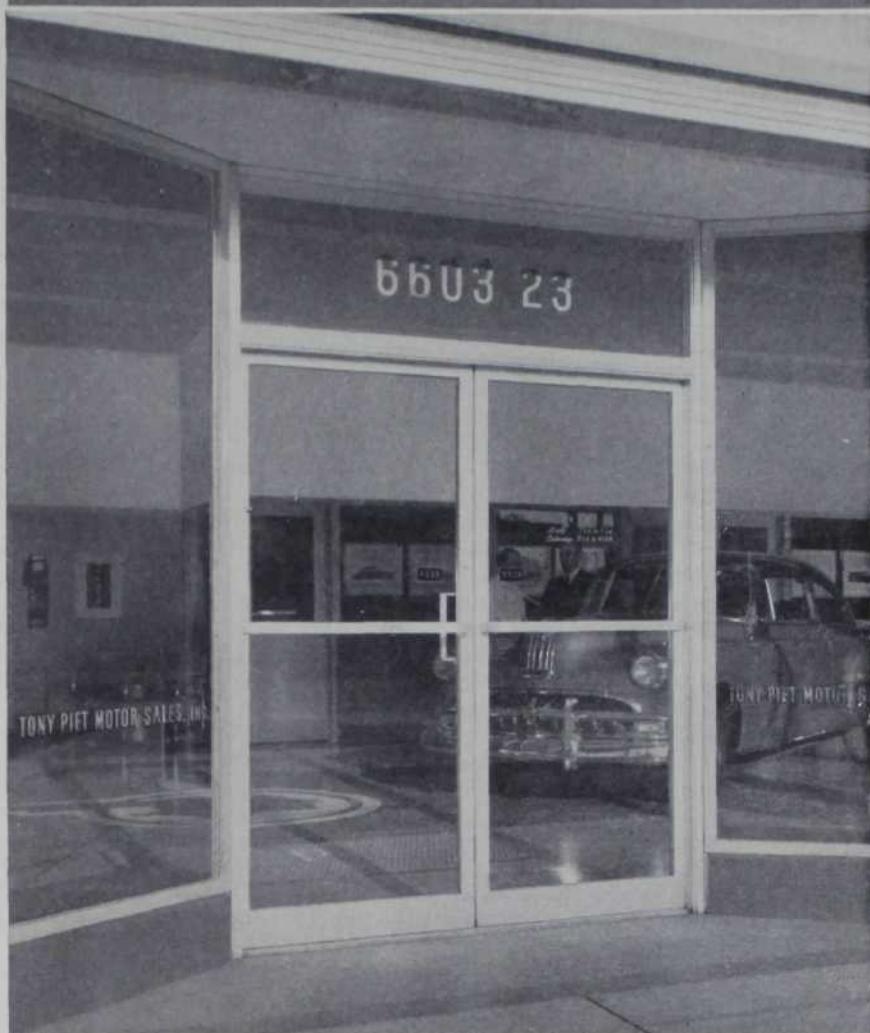
Answers per cent

Do more good than harm	64
Do more harm than good	13
Don't know or no answer	23

In view of their criticisms of big business, quite definite and sharp at certain points, their total attitude is that big business is not entirely bad. Given the facts on the points of misunderstanding, it is even less likely that small business men will be taken in by the political propaganda against big business as such.

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Will There Be Good Hunting?

(Continued from page 39)

strings believed that happier times were in the offing. As it developed, his hopes were partially justified because the inventory of nesting territory this spring and summer showed encouraging totals, despite some troubled areas.

This job is of longer duration than the winter check, beginning in May and ending in August. The transect sampling method is used. Soil and cover types, representative of great land masses, are selected. Specified areas, precisely plotted on maps, are checked year after year. Courses across them are designated and a strip an eighth of a mile wide on either side of the line of travel is combed either by foot, automobile, canoe or plane. So, for every four miles of course followed, the duck population of a square mile is learned. With soil and cover maps showing the number of square miles of each land type, a good working estimate of total populations is possible. More than 100,000 miles of travel were required to run these transects this year and the study plots extended from the southern Great Plains to the Arctic and from one ocean to the other. Each area was covered three times. First, to determine the number of fowl coming north; next, the pairs actually nesting and, last, to reckon the size of the resultant broods.

Drought hurts waterfowl

EARLY drought had seriously affected portions of Oregon and the southern sections of Alberta and Saskatchewan. Many sloughs and potholes which normally offer breeding facilities were found to be dry. But the Dakotas and Manitoba and the parkland, or northern, portions of other prairie provinces revealed encouraging increases in nesting waterfowl.

The third phase of the inventory—brood counting—was well under way as this was written but the compilation of data sent in from the field is no simple chore.

Since the early '40's when stocks of ringnecked pheasants took a crash dive due to a succession of poor nesting years and a wide assortment of other factors, the 21 northern states in which this is the principal upland bird have exercised all manner of ingenuity to determine how much hunting may be permitted and still retain suffi-

cient breeders to insure a future supply.

The importance of this gay importation from Asia to the gunning public is tremendous. The latest compilation of statistics, based on 1946 reports, shows that, of the legions who roam upland coverts in the autumn, pheasant hunters rate second only to those pursuing the cottontail rabbit. The bunny is our No. 1 target for scatter guns. But in 1946, nearly 2,500,000 license buyers named the ringneck as their favorite target. In that year they accounted for an estimated 8,000,000 birds.

The pheasant is not an overly prolific bird and in all but a very few states hens are protected by law as the only hope of giving the species a chance to sustain its populations. So, with bad seasons for reproduction following one another and more hunters wanting to take the field annually, game managers faced a ticklish situation.

The personnel of various state game departments could not be relied on for sufficient information because, along with their other duties, it would be impossible for them to turn up a broad enough sample of population trends. So all manner of cooperating personnel has been called in to help.

Here, for example, was the situation in Wisconsin: back in 1942, the pheasant kill totaled more than 800,000 legally taken cock birds when about 320,000 licenses were sold; but in 1947, with 60,000 more guns afield, only 294,000 cocks were harvested. Dwindling supply and stronger demand meant that the state conservation department simply had to have more information than its staff could assemble. Someone had the happy idea of turning to the farm crop-reporting machinery. Since the pheasant is a farm-type bird and always is associated with agriculture, the farmer himself would be a bang-up source of good information, if he could be interested.

Wisconsin farmers, it turned out, could be interested and 3,200 of them filled out pheasant forms indicating the status and progress of the bird crop just as faithfully as they forwarded their observations of the condition of oat, hay, corn and other crops. This coupled with information from staff sources, has given the Wisconsin

department a good idea of pheasant trends since 1944. In 1945 the census indicated that the stocks could stand 15 days of shooting, with some local exceptions; the next year it was cut to ten days and last season the lads were afield for 13 days.

In Michigan another device is relied on. Here's Joe Dunne, leaving the Howell post office about eight a.m. each weekday, his car laden with mail to be slipped into farmers' boxes along his route. Joe has been a rural carrier for 15 years. For a two-week period in December and again in April and still again in July he carries a pad of special forms and has his eye peeled for pheasants. When he sees one, or two, or a flock, he records the sex and numbers on a form, filling in the date and exact location. Five hundred of Joe's brother carriers in Michigan are doing the same thing. From those filled-in forms the Department of Conservation makes a rich haul of information. Rural routes don't change and year after year the information compiled from the same place on the same dates and at almost the same hours grows into a statistical mass, the value of which increases with the years.

Counted three times

THE December count has special significance because the shooting season is then over, the cock birds have emerged from hiding and the segregation of the sexes for the colder months—a characteristic of the bird—has not yet begun. This tally gives authorities an idea of the sex ratio after the annual harvest which, in turn, reflects the percentage of roosters that have been borne to dinner tables. The carrier record for April gives a reliable appraisal of winter's casualties so that the number of potential breeders may be guessed. Finally, by July the broods are roaming the countryside and their size and numbers show what nesting success was and therefore what may be in store for sportsmen a few weeks later.

Last year, the normal three-week season in Michigan was cut to 12 days as a result of the compiled information, but for 1949 pheasant hunters will have their 16 days afield, although ten a.m. instead of the usual sunrise will be the starting time and shooting is barred after six p.m. This device—used by many states—is to give the birds a chance to scatter after their morning feeding.

All the time, in these states and

most others which harbor pheasants, biologists are working special areas to obtain refined data which can be had in no other manner. Their findings, matched with the more extensive operations, give amazingly sharp pictures of conditions.

It may be said that, in most of the better pheasant states, the species this year seems to be on the upgrade.

Big game, especially the white-tailed deer herds, have presented special problems all over their range in the past decade. There has been little need to fear overshooting; the problem, rather, has been to persuade the public to take enough deer to keep their numbers within the limits of available food and shelter. Changes in habitat occasioned first by logging and, a quarter century later, by better forest fire prevention have given North American deer the best conditions for multiplying they have ever experienced. Dense forest growth does not support large numbers of these animals which, in summer, subsist largely on ground growth which cannot flourish under a dense canopy; neither, of course, are areas repeatedly scoured by forest fire happy homes because neither proper food nor shelter is there. But, where second-growth tangles flourish—as they do today in all but the plains states—the creatures have a reproductive upswing that many will not believe. Six deer—four does and two bucks—have been known to become 160 animals in six years! This should make clear now quickly their living resources may become overtaxed.

The "browse line" is, for the trained observer, an alarming symptom of overpopulation. This term is applied to deer covert in which the lower branches of trees and tall shrubs have been stripped during periods when ground food is covered by snow. Deer will stay their lifetime within relatively cramped limits and their offspring stay with them into successive generations, whether the living is fat or lean. So when a browse line appears in deer country it means that deer are reaching higher and higher for winter food and that shortly the younger animals are going to find little or nothing within reach. Starvation is then forecast for the next tough winter and the one way out is to reduce the herd promptly so there will be food enough to go around and stunted growth may reproduce itself.

Extensive experimental work

has been done in a dozen states on the food requirements of deer. In Pennsylvania, game technicians have calculated that, where browsing conditions are ideal, one deer to 15 or 20 acres is enough but that for the state average a deer to 40 acres is all the habitat can handily carry.

But the number any area *has* is quite another matter. Airplane counts in some cover combinations serve very well but are not so reliable when a deer inventory is needed for dense coniferous stands.

Census by samples

MICHIGAN has met this problem by establishing sample areas which represent extensive types—enough samples to cover variables like climatic conditions and cover status. Courses of travel for checkers are marked through these mile-square plots by paint marks on trees. Whenever the conservation department wants to know how many deer are using a forest type all it has to do is organize a census party for the proper plot, give it instructions and see that these are carried out. It will take from 60 men and boys upwards to give a square mile a decent checking. State employes, organized sportsmen, Four-H clubs and similar organizations are called on for this service.

Under Michigan conditions, 60 deer to the square mile will reduce excellent game cover to an eaten-out eyesore in a few years despite normal hunting toll. In orchard country, even six to the square mile is sufficient to make fruit growers jittery because the animals love the nutritious shoots of their trees.

What the future holds for American hunters is a question. Drainage and other of man's activities have cut deeply into the waterfowl regions that produce. Clean farming has reduced the potential of the land for quail, pheasants and rabbits. Some biologists are wondering if the great upswing in big game abundance of recent years isn't going to reach its limit and recede—perhaps spectacularly. And all the time demand for what is available increases.

The profession of game manager is relatively new but is maturing rapidly. Were it not for these specially trained men—most of them with advanced college degrees in the natural sciences—the chap at bench or desk who finds his days afield in autumn the shot-in-the-arm which keeps him productive would be in a bad way.

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There's Future for Some in Headlines

(Continued from page 42)
\$6,000—then enter business. A fellow like Jones of the famous Kentucky teams is a case in point. He already has his service station selected for 1951. Organized pro basketball is still too young, in its current phase, to boast of an extraordinary alumni. But watch the "graduates" in a few years.

Baseball, too, with its newer appeal to college and high school athletes, is also introducing a type of player in sharp contrast to the "You-know-me-Al" rubes of the past.

Bobby Brown, Yankee infielder who received a \$35,000 bonus for signing four years ago, has been sandwiching in a medical course at Tulane University. He will be graduated next spring. Then, what about the interne period, the long ambulance hours? Brown, who will probably be through before he is 35, is a big league athlete who will just be starting in his prime if he is a doctor at that age. He will shortly be forced to make a Hamlet-like choice. What would you advise your boy?

More and more professional baseball athletes, realizing how thorny and how uncertain their labor may be in view of the competition and the possibility of injury, are doing something about it. Ralph Branca, star Brooklyn Dodger pitcher, has been taking physical education courses at New York University to prepare himself for teaching when he is through with baseball. Athletes, riding high in the present, are planning vigorously for the future. But it was not always thus.

Those who reached the heights in the days of their glory often failed to solidify themselves financially. Joe Louis is promoting like mad because most of the millions he earned have filtered through his inexperienced fingers. Babe Ruth would have died broke if a canny adviser named Christy Walsh had not invested in trust funds when he was at the acme of his earning power.

Baseball's big leagues are the hardest nut for any athlete to crack. Any sandlotter, any boy may have big league dreams, whereas in pro football or basketball it is almost imperative that the aspirant have a college background. Baseball's rewards, as a result, surge to astronomical figures, approaching \$100,000 for a Joe Di-

Maggio, a Ted Williams or a Bobby Feller.

In baseball, the average tenure of the athlete is six or seven years as a big leaguer; it may take him as many years to arrive at that spot. Pete Reiser of the Boston Braves argues that a big league hopeful should advance to a better classification each season and that if he isn't in the majors by the end of five years, he should quit. This is sound enough advice and more and more are taking it.

The average baseball salary for a major leaguer approaches \$10,000, with a \$5,000 minimum, which was introduced only a few years ago. Pensions for ten year major leaguers were instituted some seasons ago and this is a definite step forward. Far too many noted baseball athletes have slipped into the miasma once their heyday was over.

Bill Cissell, the infielder whom the Chicago White Sox purchased for \$125,000 a number of years ago, died penniless some months ago in a furnished room in Chicago. He was 45, a failure in the world outside of baseball. Hack Wilson, whose home-run record of 56 still stands in the National League, perished poverty-stricken in Baltimore last year. He was discovered in a charity ward, this squat star who, in his prime, had earned \$50,000 for a season with the Chicago Cubs.

Some former athletic immortals, however, have managed to bridge the gap between the dream world of sports and the actual world. Gene Tunney reaped several millions from boxing before he married wealthy Polly Lauder. Harry Wills, long a challenger for Jack Dempsey's heavyweight title, owns a string of apartment houses in Harlem. Dempsey, himself, is a big-time referee and front man.

Ty Cobb, the old Georgia Peach, proved one of the cannier of all the old-timers. He invested early in a now popular drink, is worth millions. Bill Terry, former Giant first baseman and manager, is also in the class where the lone financial worries are those of income tax. However, the contrast between these old-timers who muddled through and the up-to-date, well-tailored ballplayer of today is adequately illustrated by Joe DiMaggio. DiMaggio has a high-priced lawyer.

"I pay him big money, but it's

worth it for the advice," declares DiMaggio.

Professional sports leaders, aware that their players may eventually develop into goodwill ambassadors for them, are doing something about the careers of their average athletes. In Green Bay, Wis., they try to interest their pro football players in businesses in the community. In Baltimore, business men "adopt" the Colt players, set them up, compete against one another to see how far they can advance their men.

However, there should be more of that. Sports is a \$4,000,000,000 industry, dependent upon public support for its well-being. It might not be amiss for professional baseball, football and basketball to create a business-counselor service for athletes. All too many stars drop money in outside business ventures. Sage advice, right in the leagues, would do much for players and might obviate tragedies such as befell Hack Wilson and Bill Cissell.

Professional athletes of today are shrewder all along the line, whether it be in the major sports or in hockey, tennis or golf. About the only sport where there has been scarcely any progress for the athlete is in boxing. The number of ring deaths, of cauliflower ears, of battered brains, of stumblebums and of down-and-outers has failed to decrease.

Despite the lure of \$1,000,000 for a heavyweight champion (if he can keep it), college athletes tend to avoid boxing like the plague. And you can't blame them. Until conditions become more standardized, and better for the fighter, the decrease in boxers will continue.

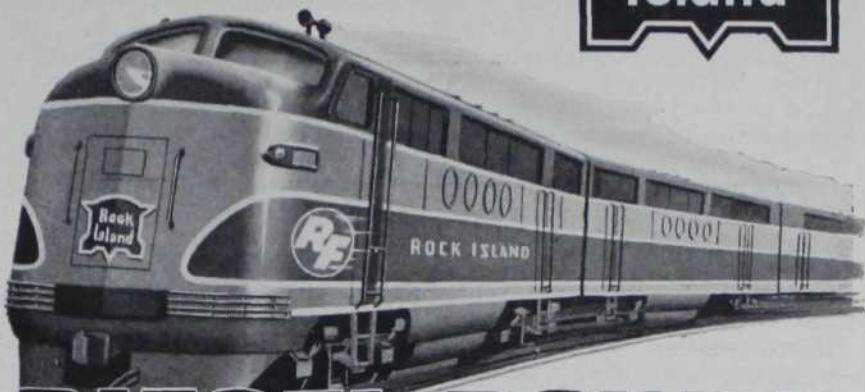
If you are a parent and are confronted with the alternative of sending your son to college or directly into professional sport, there should, under normal circumstances, be only one answer, college. Naturally, a reputed \$65,000 bonus such as the Boston Braves gave Johnny Antonelli, Rochester, N. Y., high school boy, could change any mind. But these bonuses are not too common.

After college an athlete may determine on his own whether he should like to try pro football, basketball, or baseball, the sports which may lead to success. And the way our athletes have been pointing, experience in these leagues will prove beneficial later.

Frankly, the wise man will have his son use sport, rather than have sport use him.

Meanwhile, PLAY ball!

ADVENTURES IN RAILROADING ON THE



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What's the difference between a Rocket Freight and any other freight train? First, the basic plan. Rocket Freights are designed principally to provide faster schedules between major terminal points; in so doing, they also expedite shipments to intermediate cities.

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**ROCK
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LINES**

The Road of Planned Progress



Road Test for Brains

(Continued from page 33)

ferret out the most capable would-be inventors. But they've never been able to pin down a clear correlation between high intelligence and similar creative ability. Stevenson and Boring queried college professors for clues.

"Search us," the pedagogues shot back. "There's nothing in the curriculum to show us."

Finally, they worked out this system: Candidates first sweat out a rugged written test. Advisers then spring oral brain teasers. Next they compare notes. From this cream of creative ability, they elect about 30 of the brightest for a year's training. The top two thirds or so get a crack at a second year.

Sheer brain power is only of incidental concern. What whets their inventive interest is a farm boy who has rebuilt a gasoline motor to pack more power into it, or one who constructed model airplanes but, unlike most others, eschewed someone else's plans to design some of his own.

Once the budding inventors are on the course, supervisors, many of whom have acquired a string of patents themselves, toss tough, practical problems at them. These may range from the design of a better coffee maker to circuit breakers and other complex equipment. Students rotate on assignments, doing three- to six-month stints in the company's various engineering departments. Experienced inventors offer suggestions to stimulate curiosity and imagination. They drill them incessantly to generalize what they pick up so they'll be able to apply it to a broad range of problems.

Boring stresses the need of developing initiative.

"A man who wants to change things usually meets strong opposition," he declares. "So we give these fellows problems in which they will have to stick their necks out. An inventor must have more than just plain talent; he's got to have real nerve!"

Elder engineers condition the youngsters to failure. They rightly figure that the first thing a young Tom Edison should get through his head is that he shouldn't quit even if 99 ideas in a row flop. "If the hundredth succeeds," they point out, "you're in!"

Classroom lectures and frequent inspection tours through the vari-

ous plants round out the program.

Lauren W. Guth, a big, red-headed graduate of the program, now heads it up. Guth's training led to his devising an electrostatic accelerator for bombarding atoms. During the war, many of the program's alumni had a hand in developing radar, jet propulsion, gunnery systems and bomb sights which helped beat the Axis. Since the war, many members and promising graduates have been assigned to atomic energy work which G. E. conducts for the Atomic Energy Commission.

Arne Loft, a dark, Danish-born student, worked on the super-frosted light bulb that recently was put on the market. Igor Benson, an aviation enthusiast, is torn among helicopters, gliders and jet propulsion. He worked on the development of an ingenious craft which he calls the "Gyro-Glider." This hybrid is a wingless glider with a horizontal propeller. His dream plane is so tiny he knocks it down and hauls it from his home

vices, with many others in different stages of development, while G. L. McFarland has piled up 15 on inventions for controlling electrical equipment. James F. Young went on to head the advanced engineering section of G. E.'s appliance and merchandise department. Charles Bangert, who is head of designing engineering for a plant in charge of product development, is one of the many other graduates who has used the program as a springboard to a responsible position.

Two enterprising young inventors whose business acumen equalled their creative ability went into business for themselves. One, who was working on generators, discovered one day that by a simple rearrangement of the brushes he could concentrate more power in a smaller space. He set up his own business, built miniature motors to power toy trains and cranes. At last report, his sales numbered in the thousands.

Calvin MacCracken, while delving in jet propulsion, hit on the idea of utilizing the searing exhausts to heat his home. He built a small unit which he set in his kitchen, dubbed the creation "Jet-



to the airport in a station wagon. Although weighing only 120 pounds, the vehicle has a cargo lift capacity of 300 pounds, and makes pinpoint landings on a spot a mere 60 feet across.

J. R. Harkness, an early graduate, has 32 patents in jet propulsion and other aeronautical de-

Heet" and launched plans to market it.

If you want to see real Yankee ingenuity at work, visit these embryo Edisons in their homes. The conclusion is inevitable: Every woman should marry an inventor. Most of the students are young fathers, a state of mind which in-

variably brings out a man's most hidden resources. A boon to baby sitters is one ingenious device which announces, like an apt politician, when it's time for a change. Placed in baby's diaper are two thermo-metal plates, highly sensitive to humidity changes. At the crucial moment, the plates telegraph an impulse, lighting a neon tube atop the crib.

This highly practical device was merely the first link in a whole chain of similar inventions. The next logical step, proposed by a fellow-father, was an "Automatic Changer." And it would be just as complicated as it sounds. You would put your sweet, innocent, befooled little offspring in one end of the machine and in a jiffy he would come out the other end-toiletted and tailored.

A third family man wearied of stumbling to work dog-tired from getting up to feed his progeny every night. He solved the problem with Newtonian precision. Now, baby squalls into a microphone, closing a relay which lights a coil and warms a bottle of milk. When the milk reaches the proper temperature, simultaneously a low alarm rings and the room lights flash on so the sleepy father won't stub his toe getting to the bottle. An added feature—obviously wife-inspired—is an amplifier for the alarm with a phone piece to clap over father's ears.

But if the child doesn't cry, he misses his chow. "A minor point," interposes the proud inventor. "This device is scientifically based on the premise that you'll never get anything out of this world unless you yell for it. I figure the sooner my kid learns that the better for him."

Once a harassed wife wailed to her husband that a swarm of salesmen inevitably descended upon her doorstep whenever her hands were sticky with cookie dough. Most male spouses would squawk, "So what!"

Not an inventor. This husband accepted the situation as a serious challenge. Obviously, he must make their little chateau "peddler-proof." So he rigged up an inter-communication telephone with outlets at the front door and in the kitchen. Result: When a knock is heard, wife flips a button over the sink, inquires as to her caller's identity and business. She thus can dispatch any unwanted visitors. The couple conservatively estimate that this contrivance has kept three and a half miles of shoe leather out of their front door.

But the amiable man of the

house went even further. He anticipated his wife's next request by tacking another outlet at the back door. Thereafter, when she was inclined to indulge in a bit of back-fence gossip, she merely pressed a button and started talking. Likewise, to call Junior from the back yard to take his afternoon nap, she summoned him by push button.

Inventors, like people generally, are essentially lazy. But brain storms are often born of laziness. Take the "Remote Automobile Starter." A young genius who was partial to sleeping late on cold wintry mornings, placed an alarm clock under his car's hood, hooked a wire to the switch and starter, then set the alarm. After that, when he sleepily slid behind the wheel, the old bus already was purring like a contented kitten.

Another inventor with more brains than energy, balked at having to get out of his car to open his garage doors. So he installed a photoelectric eye in the door. Then, after much experimenting, he found that by driving to within precisely three feet of the door, his headlights had sufficient intensity to set off the mechanism which would open the door. Next, to discourage tampering with his system, he developed a "code," by the flashing of his headlights. The plan possesses these two additional inviting features: It works day or night; costs only about four cents a year to operate.

One of the most striking, if not the most ingenious idea hatched in this laboratory is the "Peeping Tom Eradicator." A family Ted Naden knew complained of a night prowler who cunningly had discovered the ground floor bedroom where their young daughter slept. The window ledge was high and the intruder had to lift himself in order to get a good "peep." One night, Ted took the girl's place. But first, he hooked up a 6,000 volt transformer. Then he put a couple of small copper strips on the window sill.

Finally, just for "bait," he raised the blind a couple of inches. At the normal retiring hour, Ted slipped into the room, hid behind the bed and pulled on the light. Presently, a scuffling was heard outside the window. As a face appeared, Ted threw the switch. A piercing scream and a shattered window pane told him he had made "contact." Peering out the window, Ted saw the prowler race off into the darkness.

Inventors get everyone's problems. Why not? They think of everything, don't they?



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NATION'S BUSINESS

Washington, D. C.

By My Way

By R. L. DUFFUS



But not feathers

A LONG ISLAND man cured a bald-headed robin, so I understand, by feeding it hard-boiled eggs, carrots, celery and, I believe, birdseed. But I do not know that this offers any real hope to the vast army of bald-headed men, of whom (if I must tell all) I am one. Who, after all, wants to go around with a thick head of feathers?

Alone at last

WE KNEW a lady who was just about the most hospitable person in the world. Her house didn't seem natural if there wasn't an aunt, a cousin, an old friend or a new friend camping in it and being entertained, and fed three times a day. But this lady said once that she didn't know a pleasanter feeling than the one she had when a flock of guests had been happily sent on their way. The house would be quiet; the lady would fix up things for two—funny things that those two especially liked—and after three and a half decades or so of married life the two would have the sensation of being bride and groom again. Then they would talk of whom to invite next, because, as they realized, they couldn't get rid of guests without first having some to get rid of.



Give the hen a chance

I COULD not work up any enthusiasm over the wingless chicken craze that swept the country during August. Whether a chicken is being raised for broiling or for egg-laying I want her to have a full life, and this I do not believe she can do without wings. Raising

chickens, as I knew it in youth and early manhood, was a game. A chicken had a chance, as she grew to henhood, to lay eggs in trees or other places hard to reach. A wingless chicken or hen lacks individuality and charm. I maintain that things have come to a pretty pass when men have wings, as they do today, and hens haven't. I vote to return to the old days, when farmers were farmers and hens were hens and it was an even bet the hen could outwit the farmer. I know many a hen has outwitted me, to the extent that the eggs weren't exactly what you could call fit for frying when I finally located them. And I think that if my wits are normally sharp today it is because of such, among other, experiences.

Time to take life easy

ONE is always hearing about old gentlemen living to great old ages and then being killed by falling out of cherry trees, as though that were a nice thing to have happen. I noticed a newspaper dispatch about one elderly man, living near Long Beach, Calif., who chose a peach tree, in spite of being warned by his physician not to climb trees. He was, and I hope still is, a Civil War veteran, aged 102. The results, as reported soon after the accident, were not fatal. But I think that when I get to be 102 I shall not climb either cherry or peach trees.

I do not wish, at that age, to be an anecdote telegraphed with a half-sigh and a half-smile from coast to coast. I wish to live to be 103 or 104, at least, and perish, if perish I must, from eating too much strawberry shortcake. And I hope the Long Beach centenarian, bless his heart, will do better than that.

Cattail parades

RIDING on the train, to and from my work, during the summer I

have passed marshy stretches rich with the soldierly red pompons of the cattail. When I was a boy we used to gather these cattails, soak them in kerosene and light them. They made brave torches, and if we were allowed to carry them we boys would gladly march in any kind of parade, of either major party or for any purpose. If there were no adult parade we would have a small parade of our own. I would rather like to get a few cattails and see if they will still burn as well and as long as they used to do; and except that I don't like to make myself conspicuous you might see me walking down Main Street with one, after dark, almost any night. If I did this for some good cause, such as safer driving or not putting too much starch in soft shirts, I don't suppose anyone would mind—would they?



The prose of whaling

I AMUSED myself during one of the summer's final hot spells by reading a book about whaling. ("The American Whaler," by Elmo Paul Hohman, Longmans, Green and Co., 1928.) It was a fine book for warm weather, for whaling was usually a chilly occupation. However, what I really thought about was the mystery of the romance and adventure of the sea. Whaling was admittedly romantic—everybody said so, except, occasionally, those who engaged in it. Songs and stories were written about it. A great American classic, Melville's "Moby Dick" (still worth reading) came out of it. I talked with an old but tough gentleman on Martha's Vineyard many years ago who had been a harpooner—and a proud man he was to have gained that title.

But what did a whaleman earn in that romantic trade? Mr. Hohman dug up some figures: from nine to 21 cents a day, on the average. For this he lived in a forecastle that was worse than a slum lodginghouse, ate food that wasn't as good as that served in prisons, endured hardship and risked his life. Yet when he came home he could talk of strange shores, of tropical islands rising like mirages out of the sea, of icebergs, of storms off the Horn; he was a man

Something's Happened

to our
Miss Brown!



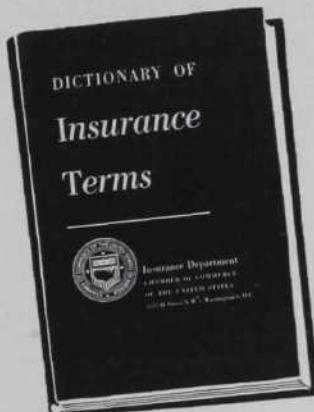
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THE WORLD OVER

who had been places, and people listened when he told yarns.

This, no doubt, was his real pay. But I suspect he would have swapped whaling cheerfully for a job in a modern oil refinery at today's pay. It is we who can stay home and read about his exploits who are the real gainers.

One note of cheer

I SUPPOSE most of us will have our troubles between now and the first Tuesday after the first Monday in November, but at least we won't have to, in most cases, listen to any campaign oratory.

In praise of fall

AFTER having suffered somewhat from the heat I am now bracing myself to suffer, some weeks or months hence, from the cold. Both, in this climate, are excessive. Meanwhile, except when it is raining, I do like fall. I like it all the more because it is not advertised the way spring is. I think spring has been overpublicized, whereas there is a tendency to apologize for fall. You don't catch me doing that. I don't think anybody who was brought up within smelling distance of a farm (I was, though I never worked on one) can think of fall in melancholy terms.

Fall, in the country, is when much of the hardest work of the year is over. Even for that imitation ruralist, the commuter, it is the time when the lawn no longer has to be mowed, when the garden, whether flower or vegetable, demands less attention, when one's energy begins to pick up and one's work does not pick up accordingly. Give me late September, most of October and part of November—I know what to do with them. I may get around some day to writing a poem about them. Not today, though. I am too busy enjoying myself.



Fun with a thermometer

I HOPE the winter of 1949-50 will not be as cold as the summer of 1949 was hot. Yet I have noticed that people take pleasure in seeing records broken, even when the re-

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Washington, D. C.

sult is personal discomfort. I am sure that if my thermometer were to go down to 40 below zero on the eleventh day of January, 1950, I would take a sort of pride in it. Not every thermometer could do it, I would think; a thermometer in Florida couldn't, for example. But I suppose I would stop bragging if I ran into somebody from Burlington, Vt., or Montreal, with a thermometer that could do 45 or 50 below and never turn a hair.



Why not "slow-ways"?

THE Automobile Club of New York is a little exercised over the problem of slow drivers, who get to dreaming and dawdling, cause faster drivers to become impatient and are the indirect and of course unwilling cause of some accidents. We have all met such. Most of us have been such. Sometimes one wants to enjoy the scenery and sometimes one wants to get to some other scenery. Maybe the solution would be a system of slow roads, extending from coast to coast and from Mexico and the Gulf to Canada. The slow roads—or "Slow-Ways"—would have curves. They would have stretches of plain dirt. Trees would overhang them, grassy banks would border them. If two drivers ran into each other on such roads the cars might be hurt but not the drivers. The drivers, being philosophers, would not hurl unpleasant words at each other. I don't suppose such roads would cost much. Maybe the system could be built up by using parts of existing roads, now obsolete. I'd like to drive on such—occasionally.

D.S.T.—and crows

BY THE time these words appear in print daylight saving will be over and I will have got my extra hour of sleep back. I have been looking forward to this all summer, because I agree with Sancho Panza and many other authorities that sleep is a good thing. But I have my doubts. We have some active and talkative crows down the lane, and they have a way of getting together at six o'clock on Sunday mornings to talk things over.



There's more to see than meets the eye

Even if you could watch a busy railroad work around the clock, you couldn't begin to see how much railroads actually serve the nation.

Of course, you'd see fleet passenger trains speeding thousands of people to the places they want to go, and you'd see hundreds of freight trains carrying the things we use in our daily lives.

But you wouldn't see, for example, the more than 4½ billion dollars paid last year to 1,325,000 railroad employees who live in towns and cities all over the United States.

You wouldn't see the more than 3 billion dollars that railroads spent last year for the 100,000 different items of supplies and equipment they need to keep running.

Nor would you see the more than a billion dollars which railroads paid last year in taxes. Railroad taxes, like

yours, contribute directly to the support of such functions of government as education, police and fire protection, and the courts. Indeed they also help provide the very highways, waterways, airways and airports without which other forms of commercial transportation could not operate.

These "unseen" contributions to the national economy—plus the essential transportation service which only railroads can render—are the reasons why prosperous railroads are so important to national prosperity.

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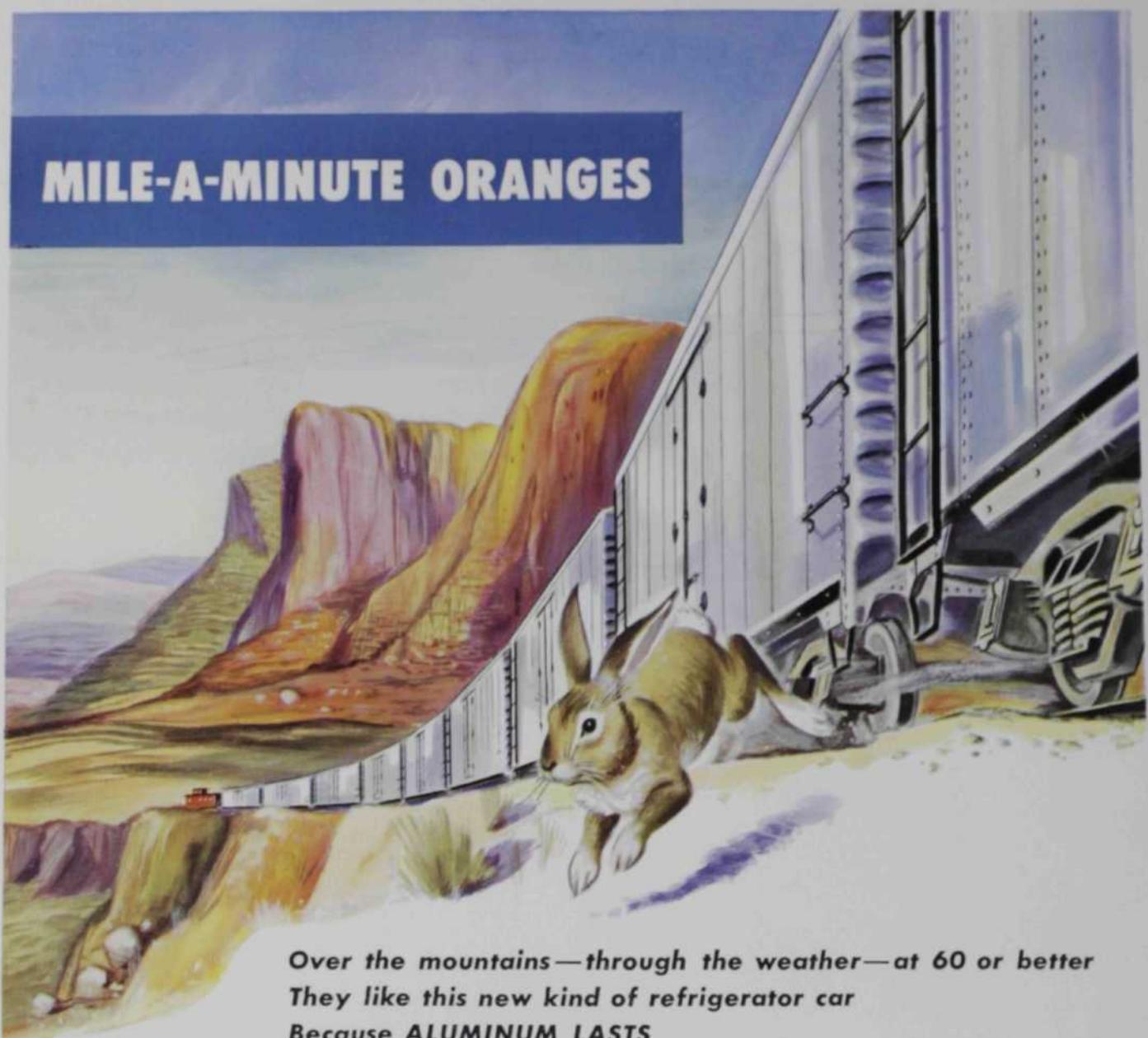
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